

STRATEGIC PLAN

2025 – 2030

C | B | E

C O U N C I L
F O R T H E B U I L T
E N V I R O N M E N T



COUNCIL FOR THE BUILT ENVIRONMENT
STRATEGIC PLAN

Financial Years
2025-2030

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ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
BE	Built Environment
BEMF	Built Environment Matters Forum
BEP	Built Environment Professions/als
BESEF	Built Environment Stakeholder Engagement Forum
BIM	Building Information Modelling
CBE	Council for the Built Environment
CBE Act	Council for the Built Environment Act (No. 43 of 2000)
CBEP	Councils for the Built Environment Professions
CIRP	Construction Industry Recovery Plan
DBSA	Development Bank of South Africa
DDM	District Development Model
DHE	Department of Higher Education
DPME	Department of Planning, Monitoring and Evaluation
DPWI	Department of Public Works and Infrastructure
ECSA	Engineering Council of South Africa
ERRP	Economic Reconstruction and Recovery Plan
ES	Environmental Sustainability Collaborative Forum
HRDP	Human Resources Development Plan

HSSPUA	Health, Safety, Public Protection and Universal Access Collaborative Forum
IBACF	Infrastructure Built Anti-corruption Forum
IDoW	Identification of Work
IF	Infrastructure Fund
IRP	Integrated Resource Plan
ISA	Infrastructure South Africa
IT	Information Technology
Minister	Minister of Public Works and Infrastructure
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NEMLA	National Environmental Management Laws Amendment
NIP	National Infrastructure Plan
NSDF	National Spatial Development Framework
OPA	Opening of Parliament Address
OSD	Occupation Specific Dispensation
PDI	Previously Disadvantaged Individuals
PESTLE	Political, Economic, Social, Technological, Legal, and Environmental
PFMA	Public Finance Management Act (No. 29 of 1999)

PMN	National Pathway Management Network
PPLSED	Procurement, Policy, Legislation and Socio-Economic Development Collaborative Forum
PPP	Public-Private Partnership
PSCD	Professional Skills and Capacity Development Collaborative Forum
PSET	Post School Education and Training
SACAP	South African Council for the Architectural Profession
SACLAP	South African Council for the Landscape Architectural Profession
SACPCMP	South African Council for the Project and Construction Management Professions
SACPVP	South African Council for the Property Valuers Profession
SACQSP	South African Council for the Quantity Surveying Profession
SETA	Sector Education and Training Authority
SIU	Special Investigating Unit
SONA	State of the Nation Address
STI	Science, Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities, Threats
TF	Transformation Forum
TVET	Technical and Vocational Education and Training
VA	Voluntary Association
WEGE	Women Empowerment and Gender Equality Collaborative Forum

EXECUTIVE AUTHORITY STATEMENT

With the formation of the Government of National Unity (GNU) last year, it presented the South African government with a unique opportunity to rethink approaches of the past, re-evaluate initiatives, and indeed to readjust in order to ensure that our efforts best serve the people of South Africa across the country. The Council for the Built Environment's (CBE) strategic Plan presented for the 2025-2030 financial years therefore represents an ambitious effort to correct past shortcomings and to accelerate our efforts to build a better country for all.

Shortly after our appointment in July 2024, at a Cabinet lekgotla, the entire Cabinet agreed that our number one priority for the seventh administration would be to meaningfully reduce South Africa's stubbornly high unemployment rate through sustained job creation. This will be the single most important measure of our success during our five-year term: if we manage to bring down unemployment, we will have succeeded; if it increases, we will have failed.

For too long, South Africans have not felt the fruits of our democracy, as many remain trapped in a cycle of poverty and unemployment, with basic public infrastructure unusable due to poor construction and unethical practices. It is therefore my priority to turn this around—by transforming the Department of Public Works and Infrastructure and its entities into the economic engine of South Africa, capable of driving economic growth and job creation.

I believe this can be achieved if we succeed in our efforts to attract additional infrastructure investment which will help turn South Africa into a construction site. In this regard, the CBE has a uniquely important role to play. As the oversight body for the professional councils in the Built Environment, the CBE plays a pivotal role in ensuring that these sectors operate with the required technical expertise, while remaining safe, sustainable, and accessible. This is essential for building public trust, attracting investment, and ensuring the safety of both workers and end-users.

The Built Environment is central to South Africa's ability to meet the pressing needs of our people. From housing and infrastructure to schools, clinics, and public facilities, the sector shapes the spaces in which South Africans live, work, and interact. It is therefore imperative that the CBE prioritise research, skills development, regulatory compliance, and professional excellence to contribute meaningfully to unlocking infrastructure delivery. This, in turn, will help grow the economy and create jobs. It will also ensure that our curricula align with South Africa's developmental needs, while accelerating work-based learning and mentorship initiatives. Through these efforts, the CBE can meaningfully empower South Africans with the opportunity of employment.

This Strategic Plan further supports the broader government objective of building a capable state. Without a capable state, we will never achieve our goal of attracting investment to drive economic growth and job creation. The Plan introduces mechanisms to strengthen governance, integrity, and accountability within the profession. It calls for alignment with global standards, while ensuring that South African professionals are equipped with the necessary skills and ethical foundation to meet both domestic and international demand.

The Plan also rightly recognises that no institution can function in isolation. Achieving the goals outlined herein will require coordinated partnerships between national departments, municipalities, tertiary institutions, the private sector, and civil society. The CBE’s convening power—through its collaborative forums and professional councils—must be fully leveraged to drive collective action and eliminate bottlenecks to infrastructure delivery.

This Strategic Plan lays out a bold vision for a capable, developmental, and ethical Built Environment sector, as we work to reimagine the sector as a platform for economic growth, sound governance, and job creation.

In closing, I would like to thank the Chairperson of the Council, Ms Amelia Mtshali, the CEO, Dr Msizi Myeza, and the entire leadership team at the CBE for their vision, professionalism, and commitment in crafting this strategic roadmap. I also extend my gratitude to the professional councils under the CBE’s purview, whose continued partnership will be critical to the successful implementation of this Plan.

Let us use this Strategic Plan as a renewed call to action. By working together, let us ensure that the Built Environment plays a meaningful role in building a better South Africa—one where we turn our country into a construction site that ignites economic growth and, most importantly, creates jobs.

By working together, let us build South Africa.



Mr Dean Macpherson (MP)

Minister of Public Works and Infrastructure

ACCOUNTING AUTHORITY STATEMENT

As the Chairperson of the Council for the Built Environment (CBE), it is both an honour and a privilege to present our Strategic Plan for 2025–2030. This plan represents a bold and ambitious vision for the future of South Africa’s Built Environment sector.

The Built Environment is the foundation of our nation’s development. It shapes the spaces where we live, work, and connect, and it plays a critical role in addressing some of our most pressing challenges, from infrastructure backlogs and urbanisation to climate change and inequality. Over the next five years, the CBE will lead the charge in building a sector that is not only world-class but also deeply rooted in the values of inclusivity, sustainability, and innovation.

A Sector Built on Excellence and Integrity

At the heart of this strategic plan is a commitment to excellence and integrity. We will strengthen our oversight of the Built Environment Professions, ensuring that they adhere to the highest standards of professionalism, ethics, and governance. Through robust corporate governance frameworks and performance monitoring, we will build a sector that earns the trust and confidence of all South Africans.

Drive Transformation and Inclusivity

Transformation is not just a policy; it is a moral imperative. Over the next five years, we will intensify our efforts to create a Built Environment sector that reflects the diversity of our nation. This includes empowering women, youth, and professionals to take their rightful place in the sector. We will also work closely with our nine professional councils/bodies to ensure that transformation is embedded in every aspect of our work.

Advance Sustainability and Innovation

The Built Environment has a critical role to play in addressing the global climate crisis. Over the next five years, we will champion sustainable practices and innovative solutions that reduce the sector’s environmental footprint. From green building standards to climate-resilient infrastructure, we will ensure that South Africa’s Built Environment is at the forefront of the global sustainability agenda.

Build Partnerships for Impact

The challenges we face are too great for any one organisation to tackle alone. Over the next five years, we will strengthen our partnerships with government, industry, academia, and civil society to drive collective impact. Through collaborative forums, research initiatives, and advocacy campaigns, we will create a Built Environment sector that is united in its commitment to serving public good.

Uphold Public Interest

At its core, the CBE exists to serve the people of South Africa. Over the next five years, we will redouble our efforts to protect and promote public interest. This includes ensuring that the Built Environment is safe, accessible, and inclusive for all. We will also strengthen our appeals process and public awareness campaigns to ensure that every citizen has a voice in shaping the spaces around them.

As we embark on this journey, I am deeply grateful for the dedication and expertise of the CBE Council, our professional councils/bodies, and our partners across the sector. Together, we have the power to transform South Africa's Built Environment and, in doing so, to transform our nation. Let us rise to the challenge. Let us build a better South Africa, together.



Ms Amelia Mtshali

Chairperson: CBE Council

ACCOUNTING OFFICER STATEMENT

As we unveil the Council for the Built Environment’s (CBE) Strategic Plan for 2025–2030, I am filled with a profound sense of purpose and optimism for the future of South Africa’s Built Environment sector. This plan is not just a roadmap for the next five years; it is a bold vision for a sector that is inclusive, sustainable, and innovative—a sector that serves as the foundation for our nation’s development and prosperity.

This strategic plan is our response to the challenges prevalent in the Built Environment, grounded in our mandate to regulate, promote, and transform the Built Environment Professions. Over the next five years, we will transform the CBE into a model of efficiency, innovation, and financial resilience. We will conduct a comprehensive organisational review to streamline business processes, integrate IT and Business Architecture, and develop a comprehensive enterprise architecture to support data-driven decision-making.

Capable and Developmental Built Environment Sector

A capable and developmental sector is one that is governed by the highest standards of professionalism and ethics. Over the next five years, we will strengthen our oversight and assessment of corporate governance within the Built Environment Professions. We will also promote standards for health, safety, and environmental sustainability, ensuring that our sector contributes to a safer and greener South Africa. Through regular forums for professionals, voluntary associations, and stakeholders, we will create platforms for knowledge sharing, collaboration, and innovation.

Skilled Built Environment Professionals

The future of our sector depends on the next generation of Built Environment Professionals. Over the next five years, we will expand our student, graduate and professional support services, providing mentorship, internship and career guidance to aspiring professionals. Through data analyses and targeted interventions, we will address skills gaps and enhance awareness of Built Environment careers, particularly among underrepresented groups.

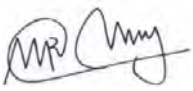
Research, Policy, and Advocacy

Our research initiatives are designed to drive innovation and inform policy. Over the next five years, we will engage in policy advocacy to drive positive change in the Built Environment sector and ensure our policies advise on grounded evidence and best practices. We will intensify our efforts to conduct research on critical Built Environment issues, producing reports and advisory notes that inform policy and practice. We will also focus on policy consistency, ensuring that our recommendations are aligned with national priorities such as the National Development Plan (NDP) 2030 and the Medium-Term Strategic Framework (MTSF). By disseminating our findings widely, we will empower stakeholders to make informed decisions that drive progress.

Promote and Protect Public Interest

At the core of our mandate is the responsibility to protect and promote public interest. Over the next five years, we will strengthen our appeals process management, ensuring that disputes are resolved fairly and transparently. We will also uphold public interest by advocating for ethical practices, safety standards, and inclusive development in the Built Environment. Our goal is to build trust and confidence in the sector, ensuring that it serves the needs of all South Africans.

As we embark on this journey, I invite all stakeholders to join us in building a Built Environment sector that is inclusive, sustainable, and innovative. Together, we can create spaces that inspire, protect, and empower—spaces that reflect the best of who we are and who we aspire to be.



Dr Msizi Myeza

Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the 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 2025-2030



Ms Sarie Treeby
Chief Financial Officer



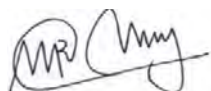
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Ms Tabisa Mtati
Chief Shared Services Officer



Dr Msizi Myeza
Chief Executive Officer



Ms Amelia Mtshali
Chairperson: CBE Council

Approved by:



Mr Dean Macpherson (MP)
Minister of Public Works and Infrastructure



DANGER
FALL HAZARD



STRATEGIC PLAN

PART A

MANDATE

C | B | E

COUNCIL
FOR THE BUILT
ENVIRONMENT

1. CONSTITUTIONAL MANDATE

The Council for the Built Environment (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 participate in policy-making.
- (f) Public administration must be accountable.

2. 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.

Table 1: Key Legislation and Best Practices

Short Title	Purpose
Republic of South Africa Constitution, Act 108 of 1996	The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution.
Consumer Protection Act, 68 of 2008	To promote a fair, accessible and sustainable marketplace for consumer products and services and for that purpose to establish national norms and standards relating to consumer protection, to provide for improved standards of consumer information, to prohibit certain unfair marketing and business practices, to promote responsible consumer behaviour, to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements, to establish the National Consumer Commission and to provide for related incidental matters.
Construction Industry Development Board Act, 38 of 2000	To provide for the establishment of the Construction Industry Development Board; to implement an integrated strategy for the reconstruction, growth and development of the construction industry and to provide for matters connected therewith.
Council for the Built Environment Act, 43 of 2000	To provide for the establishment of a juristic person to be known as the Council for the Built Environment; to provide for the composition, functions, powers, assets, rights, duties and financing of such a council; and to provide for matters connected therewith.
Architectural Profession Act, 44 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the architectural profession; to provide for the regulation of the relationship between the South African Council for the Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.
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.

Short Title	Purpose
Project and Construction Management Professions Act, 48 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Project and Construction Management Professions; to provide for the registration of professionals, candidates and specified categories in the project and construction management professions; to provide for the regulation of the relationship between the South African Council for the Project and Construction Management Professions and the Council for the Built Environment; and to provide for matters connected therewith.
Quantity Surveying Profession Act, 49 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Quantity Surveying Profession; to provide for the registration of professionals, candidates and specified categories in the quantity surveying profession; to provide for the regulation of the relationship between the South African Council for the Quantity Surveying Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Public Finance Management Act, 1 of 1999	To regulate financial management in the national government; to ensure that all revenue, expenditure, assets and liabilities of that government are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in that government; and to provide for matters connected therewith.
Skills Development Act, 97 of 1998	To provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a National Skills Fund; to provide for and regulate employment services; and to provide for matters connected therewith.
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.

Short Title	Purpose
National Treasury Regulations	These regulations, issued regularly by National Treasury, are applicable to all public entities listed on Schedules 2, 3B and 3, A, D.
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.

The CBE adopted a Compliance Policy and implements a compliance action plan for identified compliance obligations with quarterly disclosure.

2.1 Legislative Mandates

The CBE is a Schedule 3A public entity as per the Public Finance Management Act, Act 29 of 1999 (PFMA). It has been in existence since the enactment of the Council for the Built Environment Act No. 43 of 2000 and is an entity of the National Department of Public Works and Infrastructure (DPWI). 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:

- promote and protect the interest of the public in the built environment;*
- promote and maintain a sustainable built environment and natural environment;*
- promote ongoing human resources development in the built environment;*
- facilitate participation by the built environment professions in integrated development in the context of national goals;*
- promote appropriate standards of health, safety and environmental protection within the built environment;*
- promote sound governance of the built environment professions;*
- promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic;*
- 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*
 - i. ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment.*

2.2 Functions, Powers and Duties

Section 4 of the CBE Act states that

The council may:

- a) advise Government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary;*
- b) communicate to the Minister¹ information on matters of public importance acquired by the council in the course of the performance of its functions under this Act;*
- c) make recommendations to the Minister on the composition, functions, assets, rights, employees or financing of the council;*
- d) advise the Minister with regard to the amendment of this Act, if necessary, in order to support the norms and values of the built environment professions;*
- e) facilitate inter-ministerial co-operation concerning issues relating to the built environment;*
- 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;*

¹ Minister of Public Works and Infrastructure

- (iii) *key elements of competence testing of registered persons;*
 - (iv) *codes of conduct to be prescribed by the councils for the professions;*
 - (v) *the principles upon which the councils for the professions must base the determination of fees which registered persons are entitled to charge in terms of any of the professions' Acts, and in accordance with any legislation relating to the promotion of competition;*
 - (vi) *standards of health, safety and environmental protection within the built environment;*
 - (vii) *the recognition of voluntary associations for the built environment professions, by approving the framework for that recognition submitted by the councils for the professions, taking due cognisance of the characteristics of each built environment profession;*
- l) *investigate or initiate investigations into matters pertaining to its functions and policies with regard to the built environment and, if necessary, recommend legislation in this regard;*
- m) *act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions;*
- n) *in consultation with councils for the professions, obtain recognition for the councils for the professions as bodies responsible for the establishment of education and training standards in terms of the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995);*
- o) *ensure the consistent application of policy throughout the built environment by encouraging coordination between the councils for the professions;*
- p) *promote coordination between the Council on Higher Education and the councils for the professions in relation to the accreditation of education institutions;*
- q) *liaise with the Competition Commission, established in terms of the Competition Act, 1998 (Act No. 89 of 1998), on behalf of the councils for the professions regarding the identification of work for the built environment professions;*
- r) *review fees published by the councils for the professions to ensure the consistent application of the principles regarding such fees;*
- s) *charge -*
 - (i) *membership fees in the prescribed manner from the councils for the professions, calculated pro rata to the number of persons registered with that council;*
 - (ii) *fees payable for appeals in terms of section 21; and*
 - (iii) *any other fee it considers necessary;*

- t) *institute legal proceedings to recover all outstanding membership fees payable under this Act;*
- u) *consider proposals from the councils for the professions with regard to the determination of policy contemplated in paragraph (k);*
- v) *receive and assimilate the annual reports of the councils for the professions and submit a summary to the Minister;*
- w) *purchase, hire or otherwise acquire or dispose of property, borrow money on the security of the assets of the council or accept and administer any trust or donation;*
- x) *subject to this Act, approve standing orders for the regulation of its proceedings and of all other matters relating to the management, powers and duties of the council;*
- y) *perform such functions as may be prescribed; and*
- z) *generally, do all such things as the council deems necessary or expedient to achieve the objectives of this Act.*

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

Table 2: The CBE’s Legislative Powers and Functions

Role	Description (and related provisions)
Policy advocate	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	direct communications from the Minister to the CBEP (4h) advise CBEP on matters of National Importance (4i)
Overseer	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)
Appeals body	act as an appeal body (4m)
Co-ordinator	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	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	do whatever necessary or expedient to achieve the Act's objectives (4z)

2.3 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 GOVERNING THE FIVE-YEAR PLANNING PERIOD

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

- a. Strengthening the Administrative Excellence and Financial Sustainability of the CBE
- b. Capable and Developmental Built Environmental professional bodies
- c. Built Environment Education and Career Advancement
- d. Research, Policy, Advocacy and Transformation
- e. Enhancing the CBE's Reputation and Public Engagement
- f. Protect and Promote Public Interest

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

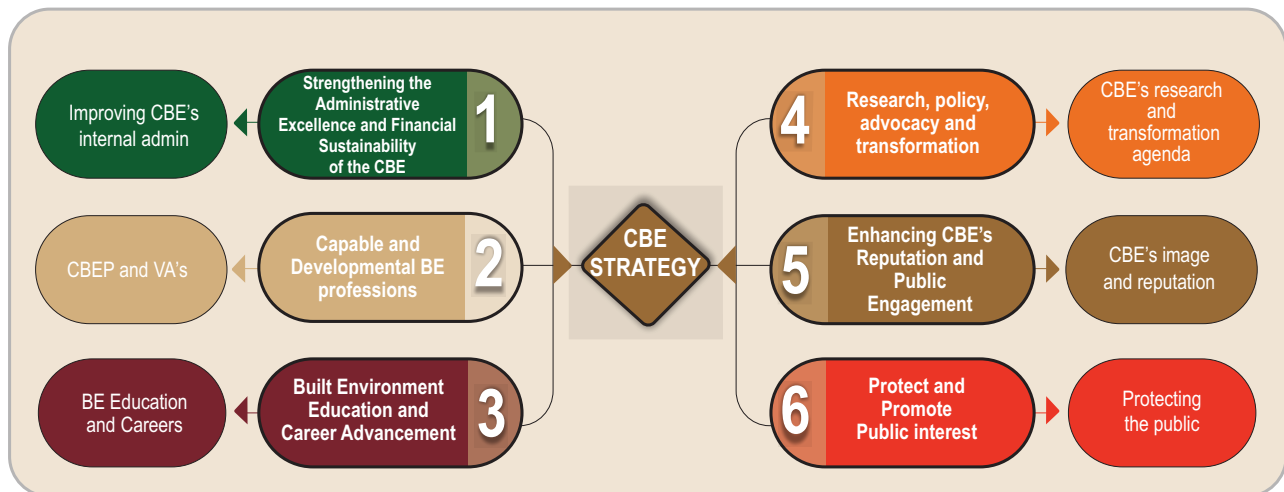


Figure 1: Overview of Strategy

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 (DPME). This revised approach focuses on Results Based Planning and linking of CBE’s Outcomes to the National Development Plan (NDP) and the Medium-Term Development Plan (MTDP).

The process undertaken to develop this strategic plan was undertaken in parallel with a 20-year review of the CBE. During this analysis, the history of the CBE was researched in order to understand the extent to which the CBE had delivered on its mandate over the 20-year period. This was undertaken between August and October 2023.

Using the analysis, an initial set of strategic sessions were held in September 23, to gain the input of the CBE Council and staff.²

² Strategic planning sessions were held on the 6th September 2023 with the CBE staff and on the 8th September with the CBE Council

The issues raised in these strategic sessions as well as from the research conducted were used to develop both external and internal analyses and from these, PESTLE and SWOT analyses were developed. The PESTLE³ analysis provides a comprehensive framework for evaluating the external macro-environmental forces that can impact on the CBE. The SWOT⁴ analysis highlighted the strengths and weaknesses in the internal environment and the opportunities and threats in the external environment affecting the organisation.

Combining the SWOT and PESTLE analyses provides a comprehensive view of the opportunities and challenges facing the CBE. This integrated approach can yield several benefits including providing a comprehensive understanding of internal and external factors. It also assists in crafting strategies that leverage strengths to exploit opportunities and mitigate weaknesses against threats.

8. ALIGNMENT TO MTDP AND NDP PRIORITIES

DPME's Circular 3 of 2023 outlines priorities to be considered by institutions in preparation for the 2024/25 planning cycle and notes that the following factors must be considered in the 2024/25 planning cycle by national institutions.

- **Medium-Term Development Plan for 2024-2029** – The MTDP identifies priorities for 2024 to 2029, which are directly linked to the existing long term plan for South Africa towards 2030. The MTDP, is therefore an economic plan directed at addressing existing socio-economic challenges with greater emphasis on development outcomes.
- **Progress assessments and recommendations, concerning the implementation of the 2019-2024 MTSF**, mid-term progress reports for the 2020-2025 Strategic Plan, performance reports for 2022/23 based on the audited Annual Report, and progress reports for the first and second quarters of 2023/24.
- **Opening of Parliament Address (OPA)** commitments for 2023 and any significant commitments announced in the 2024 SONA.
- July 2023 Forum of South African Directors-General (**FOSAD**) workshop and subsequent **Cabinet Lekgotla** - priorities identified.
- **Energy Action Plan, the Economic Reconstruction and Recovery Plan (ERRP)**, its review, and pertinent sector plans.
- **2024 Budget Prioritisation Framework (BPF)** which facilitates and reinforces alignment between key national priorities and the national budgeting process.
- **National Spatial Development Framework (NSDF)** and other spatial transformation initiatives.

³ PESTLE stands for Political, Economic, Social, Technological, Legal, and Environmental factors.

⁴ SWOT stands for Strengths, Weaknesses, Opportunities, and Threats

- Efforts in risk mitigation, including risks identified in the **Country Risk Report and Disaster Risk Reduction**, as well as responsibilities related to the development of Disaster Management Plans.
- **Decadal Plan** which outlines priorities in Science, Technology, and Innovation (STI).

8.1 National Development Plan

Whilst the MTSF takes forward the priority issues from the NDP over the five-year period, the guidance provided by the NDP is useful in informing the CBE's strategy. The key NDP issues relevant to the CBE are as follows:

1. **Building a Capable and Developmental State:** One of the core themes of the NDP is the creation of a capable state that can play a developmental and transformative role in society.
2. **Strengthening Accountability and Oversight:** The NDP stresses the importance of accountability, especially within the public service sector.
3. **Improving Public Services:** The plan recognises the need to build an efficient, effective, and responsive public service sector. This involves setting clear performance targets, monitoring performance, and taking corrective action where necessary.
4. **Combating Corruption:** Recognising that corruption is a significant impediment to achieving the country's development goals, the NDP emphasises taking action against corruption. This includes strengthening anti-corruption agencies, improving whistleblower protections, and fostering a culture of integrity and ethics in the public sector.
5. **Promoting Professionalism in the Public Service:** Professional standards should be upheld to ensure that the public service delivers quality services to the citizenry.
6. **Transformation** - promote equal opportunities and affirmative action; Introduce education and training programs to overcome skills shortages among historically disadvantaged racial groups.
7. **Gender:** Implement policies that support women in the workplace, including maternity leave, equal pay for equal work, and opportunities for advancement. Prioritize safety programmes targeting areas where women are most vulnerable, like public transport spaces and areas with high incidences of gender-based violence.

- 8. Education and Training:** The NDP notes the need to strengthen the curriculum of courses at tertiary institutions to ensure alignment with industry needs. It also calls for partnerships between government, educational institutions, and the private sector to align training and education with real-world industry requirements. It also notes that there is a need to increase the number of enrolments and graduates in Built Environment disciplines.
- 9. Enhanced Governance in the Built Environment:** There is a need to strengthen collaboration across national, provincial, and local government tiers to reshape the Built Environment, facilitating smarter, more equitable development practices. There is also a need to enhance project preparation and management skills to address service delivery bottlenecks, refine project conceptualization, and ensure effective utilization of allocated budgets.
- 10. Spatial Governance Capability:** The NDP calls for the development of a comprehensive capability framework for spatial governance is imperative. This framework should include educational and training programmes for Built Environment professionals, and support research in the field, ensure robust professional regulation, and elevate the quality of professional services. There is also a need to foster communities of practice for knowledge sharing and increase public understanding.
- 11. Sustainable Spatial Transformation:** Urgent action is required to restructure urban spaces to promote sustainable living and transit options. This involves providing municipalities, particularly resource-constrained ones, with the necessary technical support and expertise. Furthermore, it calls for substantial investment in training and development programmes to boost the competencies of officials in charge of spatial planning and governance.

8.2 Medium-Term Development Plan (MTDP) 2024 – 2029

The MTDP is an implementation framework that guides the five-year implementation and monitoring of the NDP 2030. It identifies the priorities of the MTDP planning period (2024- 2029), which are directly linked to the existing long-term plan for South Africa towards 2030. The MTDP, is therefore an economic plan directed at addressing existing socio-economic challenges with greater emphasis on development outcomes.

The MTDP sets targets for implementation of priorities and interventions for the five-year period and states the Outcomes and Indicators to be monitored. The following are the identified Priorities and related outcomes for 2024-2029 as derived from the NDP, Electoral Mandate and per the Opening of Parliament Address (OPA):

Priority 1: Inclusive Growth and Job Creation

The following are identified intended outcomes for priority 1:

- i. Increased employment opportunities
- ii. Reindustrialisation, localisation and beneficiation
- iii. Enabling environment for investment and improved competitiveness through structural reforms
- iv. Increased infrastructure investment and job creation
- v. Energy security and a just energy transition
- vi. Supportive and sustainable economic policy environment
- vii. Increased investment, trade and tourism
- viii. Science, technology and innovation for growth

Priority 2: Reduce Poverty and Tackle the High Cost of Living

The following are identified intended outcomes for priority 2:

- i. Reduced poverty and improved livelihoods
- ii. Optimised social protection and coverage
- iii. Improved access to affordable and quality healthcare
- iv. Improved education outcomes and skills
- v. Skills for the economy
- vi. Outcome: Social cohesion and nation building

Priority 3: A Capable, Ethical and Developmental State

The following are identified intended outcomes for priority 3:

- i. Improved service delivery at local government
- ii. Improve governance and performance of public entities
- iii. A capable and professional public service
- iv. Safer communities and increased business confidence
- v. Effective border management and development in Africa

All these priorities are important for the CBE, tasked with providing evidence and research to inform fiscal policy and allocations in supporting these priorities.

Table 3: MTDP Priorities and Outcomes Relevant to the CBE

MTDP Priorities	MTDP Outcomes	Relevance to the CBE	Possible Strategic Responses from the CBE
Priority 1: Inclusive Growth and Job Creation	The following are identified intended outcomes for priority 1 that CBE contributes to: i. Increased employment opportunities ii. Increased infrastructure investment and job creation iii. Enabling environment for investment and improved competitiveness through structural reforms iv. Supportive and sustainable economic policy environment	A sustainable Built Environment (Objective b) can facilitate economic activities. It is also critical that the Built Environment (BE) is transformed so that it is representative of and benefits Previously Disadvantaged Individuals (PDI's)	Ensure that the BE sector has a greater alignment with the racial, gender and other make-up of the country, whilst ensuring plans are in place to stem the trend towards, on average, older BEPs. Advise government on utilising the Built Environment to stimulate economic growth and create jobs, especially in sustainable construction and BE development sectors. Advise government on building its BEP capabilities within the state sector as a whole

MTDP Priorities	MTDP Outcomes	Relevance to the CBE	Possible Strategic Responses from the CBE
Priority 2: Reduce Poverty and Tackle the High Cost of Living	The following are identified intended outcomes for priority 2 that CBE contributes to: i. Improved education outcomes and skills ii. Skills for the economy iii. Social cohesion and nation building	Human resources development in the Built Environment (Objective c) and promoting appropriate standards of health (Objective e) align with this priority. Promoting safety (Objective e) and facilitating integrated development (Objective d) touch on community well-being.	Engage with educational institutions to strengthen Built Environment curricula, ensuring that graduates are equipped with relevant skills. Keep track of the number and location of BE professionals. Promote BE design that fosters community interaction, safety, and inclusivity. Collaborate with different agencies to ensure that Built Environment initiatives enhance community safety.
Priority 3: A Capable, Ethical and Developmental State	The following are identified intended outcomes for priority 3 that CBE contributes to: i. Improve governance and performance of public entities ii. A capable and professional public service	The CBE must ensure that its own internal operations and modes of operation align to this priority. Sound governance of the Built Environment professions (Objective f) and promoting liaison in the field of training (Objective g) align with building a capable State. Human resources development in the Built Environment (Objective c) and promoting appropriate standards of health (Objective e) align with this priority.	The CBE must enhance internal governance structures and operational economy and effectiveness. Engage with educational institutions to strengthen Built Environment curricula, ensuring that graduates are equipped with relevant skills. Keep track of the number and location of BE professionals.

In conclusion, the strategic plan for the CBE should be holistic and encompass various aspects of the MTDP. Through this integrated approach, the CBE can effectively contribute to national development goals while fulfilling its legislative mandate.

8.3 Opening of Parliament Address Commitments

The following eight issues of relevance from the State of the Nation Address (SONA) can be used to guide the CBE's strategy:

Table 4: Issues of Relevance from the SONA

Issues	Relevance for the CBE	Possible Strategic Responses from the CBE
Energy and Load Shedding	Energy infrastructure and its stability directly impact the efficiency of the Built Environment.	Promote Built Environment projects that prioritise sustainable and alternative energy sources and advocate for energy-efficient designs and structures.
Climate Change and Just Transition	The transition to a low carbon economy requires sustainable infrastructural and urban planning practices.	Align planning and infrastructure guidelines with climate resilience and participate in the development of green infrastructure initiatives.
Infrastructure Development	Significant investments in infrastructure highlight the need for expertise in the Built Environment.	Collaborate / in the planning, design, and execution phases of key infrastructure projects to ensure adherence to best practices and standards in the Built Environment.
Skills Development and Capacity Building	A shortage of technical skills affects the built environment's quality and execution.	Drive human resource development initiatives, create partnerships with educational institutions, and ensure that professionals are equipped with contemporary skills.
Challenges in SOEs and Local Government	The performance and infrastructural standards of state-owned enterprises (SOEs) and local governments have direct implications for the Built Environment.	Engage with SOEs and local governments, offering guidance, standards, and capacity-building efforts to enhance infrastructural projects' efficiency.
Red Tape Reduction and Streamlined Processes	Streamlined processes can fast-track projects related to the Built Environment.	Collaborate on strategies for to address business forums and construction disruptions.
Economic Sabotage and Infrastructure-Related Crimes	Crimes affecting public infrastructure can derail progress in the Built Environment.	Offer expertise and set benchmarks to ensure that the Built Environment sector significantly contributes to state capability enhancement.

Issues	Relevance for the CBE	Possible Strategic Responses from the CBE
State Capability and Efficiency	A capable and effective state directly impacts the standards and execution in the Built Environment.	Promote Built Environment projects that prioritize sustainable and alternative energy sources and advocate for energy-efficient designs and structures.

8.4 Energy Action Plan

The **Energy Action Plan** is South Africa's plan to end load shedding and achieve energy security. Announced by President Cyril Ramaphosa in July 2022, it outlines a bold set of actions aimed at fixing Eskom and adding as much new generation capacity as possible, as quickly as possible, to close the gap in electricity supply.

1. Fix Eskom and improve the availability of existing supply, including reducing demand
2. Enable and **accelerate private investment** in generation capacity
3. Fast-track the procurement of new generation capacity from renewables, gas and battery storage
4. Unleash businesses and households to invest in **rooftop solar**
5. Fundamentally **transform the electricity sector** to achieve long-term energy security

The CBE's response to these issues are outlined in the energy responses to the Medium-Term Expenditure Framework (MTEF), SONA and ERRP.

8.5 Economic Reconstruction and Recovery Plan

The Economic Reconstruction and Recovery Plan (ERRP) lists a number of priority intervention areas, enablers and reforms. Some of the key issues that are relevant to the CBE are discussed in the next table:

Table 5: Issues of Relevance from the ERRP

Issues	Relevance for the CBE	Possible Strategic Responses from the CBE
Aggressive Infrastructure Investment	Infrastructure is a core aspect of the Built Environment, and its development directly ties into the CBE's mandate.	The CBE has a role in ensuring that South Africa has sufficient and skilled BE professionals.
Employment Orientated Strategic Localization, Reindustrialization and Export Promotion	Economic activities in the Built Environment can be drivers of employment and industry growth.	Advocate for localized building practices and materials, promote industry best practices, and support exportable Built Environment innovations.
Energy Security	Energy infrastructure and its integration into urban planning is a crucial aspect of the Built Environment.	Engage with the BEP's and collaborate around improving energy efficiency in the BE.
Gender Equality and Economic Inclusion of Women and Youth	The Built Environment Professions must be representative and inclusive.	Promote training, qualification, and employment opportunities specifically targeting women and youth in the Built Environment sector.
Green Economy Interventions	Sustainability and environmental protection are key components of the CBE's mandate.	Prioritize and champion green building standards, sustainable BE practices, and environmentally friendly construction materials and methods.
Mass Public Employment Interventions	Large-scale employment in public projects has implications for the Built Environment sector's workforce capacity and skills.	Facilitate the development of training and upskilling programs, ensuring a competent workforce for public projects.
Resource Mobilisation	Efficient resource allocation and usage are crucial for successful projects in the Built Environment.	Advise on best practices for resource allocation in Built Environment projects, emphasizing efficiency and sustainability.
Building a Capable State	A capable State ensures that the standards and norms of the Built Environment are upheld and effectively implemented.	Collaborate with governmental entities to enhance their capacity in overseeing and implementing Built Environment projects and standards.
Skills Development	Ongoing human resources development in the Built Environment is a core objective of the CBE.	Strengthen partnerships with educational and training institutions, ensuring curricula align with industry needs and emerging trends.

Issues	Relevance for the CBE	Possible Strategic Responses from the CBE
Economic Diplomacy and Further Integration into the African Continent	The Built Environment has implications for diplomatic ties and regional development.	Engage in forums and collaborations on the African continent, sharing best practices, and advocating for standardized Built Environment norms across borders.

The ERRP skills plan document produced by the Department of Higher Education and Training in March 2022 outlines a number of skills interventions needed to deliver on the ERRP. The relevant ones are listed below, with the relevance to the CBE and the possible CBE response.

Table 6: ERRP Interventions

Interventions	Relevance for the CBE	Possible Strategic Responses from the CBE
INTERVENTION 1: expand the provisioning of short skills programmes (both accredited and non-accredited) to respond to skills gaps identified in the strategy.	Promotes ongoing human resources development in the Built Environment.	Develop partnerships with educational institutions to introduce and expand short skills programs tailored for the Built Environment sector.
INTERVENTION 2: enable the provisioning of short skills programmes (both accredited and non-accredited) that respond to skills gaps identified in the strategy.	Aligns with CBE's objective to liaise in the field of training and set standards of education.	Collaborate with industry experts to curate both accredited and non-accredited courses addressing current skills gaps.
INTERVENTION 3: expand the provisioning of workplace-based learning (WBL) programmes to respond to occupational shortages and skills gaps identified in the strategy.	Directly links to human resources development and facilitating integrated development in line with national goals.	Engage with industry stakeholders to establish robust workplace-based learning programmes that bridge academic learning and practical application.
INTERVENTION 4: increase enrolments in qualification-based programmes that respond to occupational shortages identified in the strategy.	Relates to the CBE's mandate to promote ongoing human resource development.	Partner with academic institutions to promote enrolment in Built Environment-focused courses.
INTERVENTION 5: review and revise education and training programmes to respond to occupational shortages and skills gaps identified in the strategy.	Connects with the CBE's role in discussing standards of education and promoting professional status.	Establish a review committee to periodically assess and recommend changes to current education and training curricula in line with industry advancements.
INTERVENTION 6: update the draft Critical Skills List and associated regulatory mechanisms.	Relates to the CBE's mandate to promote ongoing human resource development.	Collaborate with government agencies to update and refine the Critical Skills List, ensuring Built Environment professions are adequately represented.
INTERVENTION 8: embed skills planning into economic planning processes and vice versa.	Aligns with facilitating participation in integrated development in the context of national goals.	Collaborate with economic planners to ensure Built Environment considerations are integrated into broader economic strategies and vice versa.
INTERVENTION 9: facilitate the use of the National Pathway Management Network (PMN) in the post school education and training (PSET) system.	Ties into the human resources development aspect and liaising in the field of training.	Support and leverage the National Pathway Management Network to guide students and professionals within the Built Environment sector.

Interventions	Relevance for the CBE	Possible Strategic Responses from the CBE
INTERVENTION 10: strengthen the post school education and training (PSET) system.	Promotes ongoing human resources development and standards of education in the Built Environment.	Engage with educational institutions to bolster post-school education offerings, ensuring they remain relevant and comprehensive.

8.6 Spatial Transformation Initiatives, including the National Spatial Development Framework

The National Spatial Development Framework (NSDF) of South Africa provides a strategic spatial expression of the country's developmental path.

Table 7: NSDF Issues of Relevance for the CBE

Issues	Relevance for the CBE	Possible Strategic Responses from the CBE
Promotion of Sustainable Development	The CBE's mandate to promote and maintain a sustainable Built Environment aligns with NSDF's focus on sustainability.	Advocate for sustainable infrastructure development practices, incorporating green building standards and resilience measures against climate change.
Integrated Development	Facilitating participation by the Built Environment Professions in integrated development is a key CBE objective.	Collaborate with local governments, NGOs, and other stakeholders in aligning development projects with the spatial guidelines provided by the NSDF.
Public Interest and Spatial Equity	The CBE is tasked with promoting and protecting the public interest in the Built Environment.	Ensure that spatial developments foster inclusivity, affordability, and access, reducing spatial inequalities and enhancing the quality of life for all residents.
Human Resources Development	Ongoing human resources development in the Built Environment is vital.	Engage in capacity-building initiatives that equip professionals with skills related to the BE.
Health, Safety, and Environmental Standards	Promoting appropriate health, safety, and environmental standards in the Built Environment is a core CBE objective.	Ensure that spatial developments adhere to health, safety, and environmental best practices, leveraging the NSDF's guidelines for sustainable land use and environmental protection.
Governance and Collaboration	Promoting sound governance is integral to the CBE's mandate.	Foster partnerships with municipalities, provinces, and other relevant bodies to ensure seamless coordination and the holistic implementation of the NSDF's directives.
Training and Qualifications	The CBE emphasizes liaising in the field of training and promoting standards of education and training.	Collaborate with educational institutions to integrate spatial development principles from the NSDF into the curricula of Built Environment programmes.

Issues	Relevance for the CBE	Possible Strategic Responses from the CBE
Legislative Review and Inputs	Discussing legislation impacting the Built Environment is part of the CBE's role.	Regularly review and provide inputs on legislative and regulatory frameworks related to spatial planning and development, ensuring they align with both the NSDF and the best interests of the Built Environment sector.
Engaging with Public and Private Sectors	Serving as a forum for the bBuilt Environment Professions to discuss relevant issues.	Facilitate dialogues between public and private sectors, ensuring that spatial development initiatives are harmonized, efficient, and meet the country's broader development goals.

By actively aligning with the NSDF, the CBE can play a pivotal role in translating the country's spatial vision into tangible, sustainable, and equitable developments.

8.7 Decadal Plan

The 2022-2031 Science, Technology and Innovation Decadal Plan is the implementation mechanism for the 2019 STI White Paper.

The Decadal Plan emphasises the following challenges: climate change; future-proofing education and skills; re-industrialising the modern economy; and future of society. The Decadal Plan outlines a number of programmes which are relevant to the CBE. The relevance and types of strategic responses to these are outlined in the next table:

Table 8: Issues of Relevance in the Decadal Plan

Challenge	Relevance for the CBE	Possible Strategic Responses from the CBE
1. Climate Change	Climate change significantly impacts the Built Environment, dictating sustainable planning, design, and construction practices.	Emphasize green building standards, sustainable planning, and resilient infrastructure designs that can adapt to changing climate patterns.
2. Future-Proofing Education and Skills	Ensuring that professionals in the Built Environment are equipped with contemporary knowledge and skills.	Foster collaborations with educational institutions to align curricula with future needs, emphasizing sustainable building practices, technological tools, and innovative design methods.
3. Re-industrializing the Modern Economy	The Built Environment plays a pivotal role in supporting industrial growth through infrastructure and urban planning.	Engage in collaborative planning with industries to provide the necessary infrastructural support, promoting sustainable and efficient industrial zones.
4. Programme: Innovation for Energy Security	Energy considerations are fundamental in planning, constructing, and maintaining the Built Environment.	Champion energy-efficient designs, advocate for the integration of renewable energy in construction, and ensure planning and design supports energy security.
5. Programme: Innovation for a Capable and Inclusive State	A well-planned, constructed and maintained Built Environment are dependent on a capable State.	Collaborate with governmental entities, providing insights from satellite data and other technologies to improve service delivery and infrastructure.
6. Focus: Modernising Existing Industries	Digital Transformation and Technological Integration are key issues for many CBE professions.	Work with the BEP's and educational institutions to look at issues such as digital transformation, new methods of construction, improved cross-disciplinary collaboration methods, areas for Research and Development.

The DPME 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 Outcomes detailed in the next table:

Table 9: Alignment to NDP and DPWI Priorities

NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes	Object of CBE Act
		 public works & infrastructure Department: Public Works and Infrastructure REPUBLIC OF SOUTH AFRICA		
Priority 6: A capable, ethical and developmental state	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Strengthening the Administrative Excellence and Financial Sustainability of the CBE's	
Priority 1: Economic transformation and job creation	Increased ownership and participation by historically disadvantaged individuals	Transformed Built Environment	Capable and developmental Built Environmental Sector	(d) facilitate participation by the built environment professions in integrated development in the context of national goals (f) promote sound governance of the built environment professions; (h) serve as a forum where the built environment professions can discuss relevant issues
Priority 2: Education, Skills and Health	Improved education, training and innovation Improved employability of youth through skills training	Transformed Built Environment	Skilled Built Environment Professionals	(c) promote ongoing human resources development in the built environment (g) promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic

Table 9: Alignment to NDP and DPWI Priorities

NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes	Object of CBE Act
Priority 6: A Capable, Ethical and Developmental State	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Enhanced research and policy role that informs policy development, sector transformation agenda and advocacy	4 (a)advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary
Priority 6: A Capable, Ethical and Developmental State	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Enhancing the CBE's Reputation and Public Engagement	(h) serve as a forum where the built environment professions can discuss relevant issues
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	Protect and Promote Public Interest	(a) promote and protect the interest of the public in the built environment; (b) promote and maintain a sustainable built environment and natural environment (e) promote appropriate standards of health, safety and environmental protection within the built environment (i) ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment

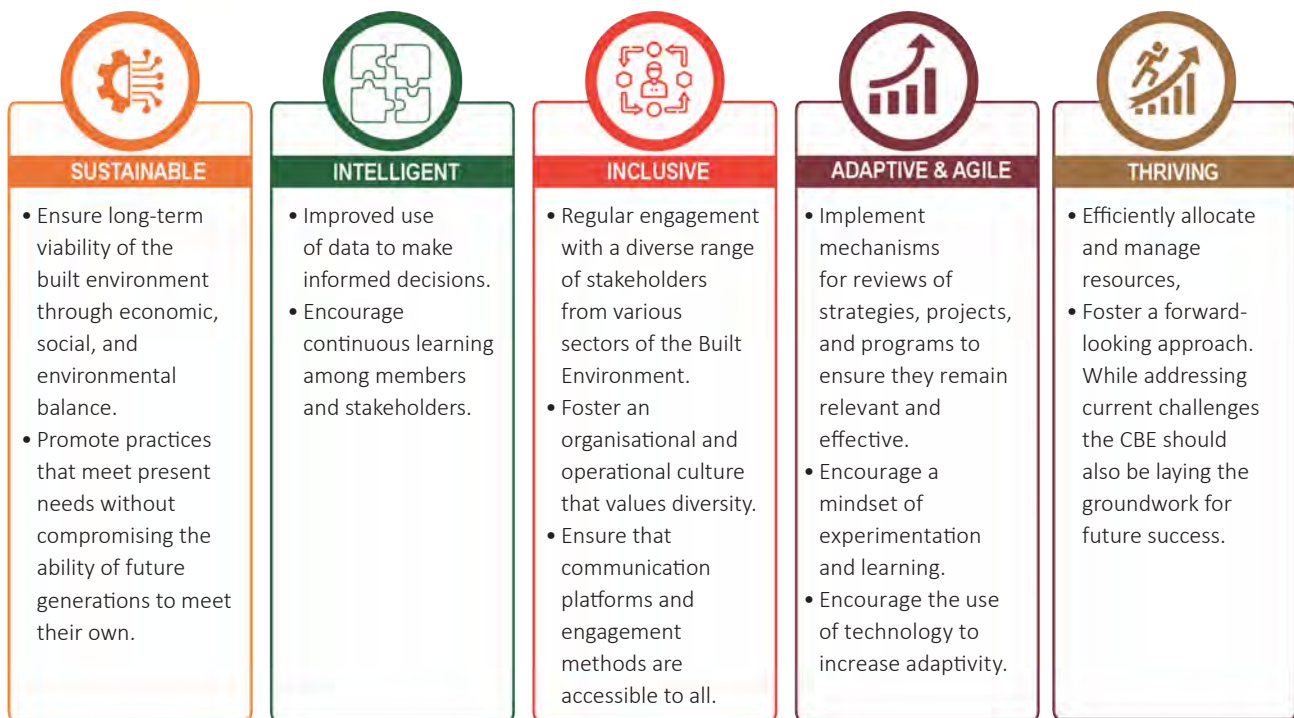
PART B

STRATEGIC FOCUS



1. VISION

A sustainable, intelligent, inclusive, adaptive/agile and thriving Built Environment by 2035



2. MISSION

Advancing a sustainable Built Environment by promoting public interest, professional growth, and best practices in health, safety, and governance

Achieving this Mission requires a CBE that leads with vision, regulates with purpose, advises with expertise, and coordinates efforts to foster a sustainable and transformative Built Environment for all. The CBE must promote a multifaceted approach to sustainability in the Built Environment- to focus on public interest, professional development, and best practices in health, safety, governance, and transformative change.

3. VALUES



4. SITUATIONAL ANALYSIS

4.1 External Environment

The CBE operates within a dynamic and multifaceted external environment that shapes its strategic direction, priorities, and actions. Understanding this environment is crucial for the CBE to navigate challenges, leverage opportunities, and ensure its initiatives align with the broader socio-economic and political landscape of South Africa. A PESTLE analysis provides a comprehensive view of these external factors, encompassing the Political, Economic, Social, Technological, Legal, and Environmental dimensions. This analysis enables the CBE to anticipate changes, make informed decisions, and maintain its position as a leader in the Built Environment sector in South Africa.

4.1.1 Political and Legal

4.1.1.1. Government Policies

The CBE must ensure that its operations, strategic goals, and mandates are in harmony with government policies- especially policies directly related to the Built Environment. This alignment not only ensures regulatory compliance but also strengthens the CBE's position as a central authority in the sector. Any shifts or changes in these policies may require the CBE to adapt or modify its approach to ensure continued alignment and relevance.

The District Development Model (DDM) was initiated in 2019 by President Cyril Ramaphosa to improve intergovernmental coordination and overcome institutional weaknesses. It brings together South Africa's districts and metros as 'developmental zones', aligning all government spheres to guide strategic investments and projects. However, there are challenges, including the identification of catalytic projects, which currently lack a strategic framework and coherent link to desired changes. The model highlights the need for better project scoping and non-state actor involvement to finance capital investment projects. Additionally, it underscores the importance of improved data systems to support the aggregation and analysis of project data across different impact zones.

The **National Environmental Management Laws Amendment (NEMLA) Act** was passed in June 2022. This piece of legislation aims to deter non-compliance with environmental laws, introducing new offences, increasing fines and administrative penalties, and extending enforcement powers for more widespread enforcement of environmental laws.⁵ It also includes provisions for financial provisioning for environmental rehabilitation, changes to rectification applications under environmental laws, and management of residue stockpiles and deposits.

In the context of climate change, South Africa has also been moving forward with a Climate Change Bill, introduced in 2022, which aims to enable the development of an effective climate change response and a just transition to a low-carbon and climate-resilient economy and society.⁶

For the energy sector, **the Integrated Resource Plan (IRP) 2019** outlines significant shifts, including the planned decommissioning of coal-fired power plants and the development of renewable energy sources, such as wind, solar photovoltaic (PV), and self-generation by electricity consumers, complemented by gas- or diesel-fired power.

DPWI published a draft of its **National Infrastructure Plan 2050 (NIP)** for public comment in August 2021. The NIP focuses on four critical network sectors: energy, freight transport, water, and digital communications, and promotes sustainable infrastructure development. It outlines the intention to reduce reliance on coal-fired power stations, with Eskom announcing closures and reductions in coal power generation. The NIP is also expected to promote private sector investment in infrastructure through an efficient procurement framework and public-private partnerships (PPPs), with a strategic focus on sustainable financing and life-cycle planning approach for infrastructure projects. Infrastructure South Africa (ISA) has been tasked with monitoring the NIP's implementation.

5 <https://www.polity.org.za/article/the-nemla-act---the-long-awaited-shift-in-south-africas-environmental-legislative-landscape-is-finally-here-2022-06-28#:~:text=Act%20No,Advertisement>

6 <https://www.parliament.gov.za/bill/2300773#:~:text=To%20enable%20the%20development%20of,Committee%20NA%20National%20Assembly%20SC>

South Africa's Built Environment operates within a framework of a range of legal statutes, which are outlined in the introductory section to this document. Whilst the CBE operates within a distinct legislative framework, there are a number of issues which should be recognised:

- Despite the legislation setting, there are discernible gaps, particularly concerning enforcement capabilities. There are a significant number of unregistered individuals practicing, making them unaccountable to the sector's standards and codes of conduct.
- The Occupation Specific Dispensation (OSD) policy, introduced for public sector professionals, poses challenges in retaining registered professionals within the Built Environment, especially as the Landscape Architectural Profession is excluded from this framework.
- There is a need to revisit and align the legislation governing the Councils for the Built Environment Professions (CBEP) and the CBE to align it to the changes and evolution experienced by the industry; and to deal with the BE Policy proposal by DPWI relating to the repeal of the CBE Act.

4.1.1.2 Corruption and Maladministration

The construction sector in South Africa has grappled with significant instability due to community disruptions in infrastructure projects and an overarching demand for deeper community participation in both labour and business opportunities. Central to this is Broad-Based Black Economic Empowerment (BBBEE) which faces its own unique challenges in the construction domain.

Many have pointed to a need for a shift in the infrastructure procurement regulatory framework to better address the socio-economic concerns of communities. This involves not just focusing on physical infrastructure delivery but pivoting towards a more inclusive model emphasising socio-economic impact and community development.

The Infrastructure Built Anti-Corruption Forum (IBACF), inaugurated in May 2021 by Minister Patricia de Lille and Special Investigating Unit (SIU) head Advocate Andy Mothibi, is a strategic initiative to combat corruption within the framework of the national infrastructure investment plan. This plan addresses historical underinvestment in infrastructure by the government and aims to stimulate economic growth and job creation. The IBACF, aligning with the National Anti-Corruption Strategy approved by the cabinet in 2020, is tasked with enhancing the fight against corruption through collaboration with other agencies, leading to criminal prosecutions and civil litigations. The forum will employ risk assessments, awareness programmes, and monitoring systems to prevent, detect, and report corruption, particularly in the vulnerable infrastructure and construction sectors. De Lille emphasises the importance of this multi-sectoral approach to improve the effectiveness of existing structures and to stem the persistent tide of corruption.

4.1.1.3 Transformation

Despite efforts, there has been slow progress in achieving effective transformation in the sector and BE professions, leading to representation imbalances in the BE sector. This dominance reflects the longstanding historical and systemic barriers that have hindered diversity and representation in the Built Environment.

PDI's are significantly underrepresented among professionals. Women represent only 14% of registered professionals, a figure that starkly contrasts with the overall demographic of women in South Africa, which stands at over 50%. The representation of youth and persons with disabilities is similarly disproportionate. These statistics underscore the systemic barriers and challenges they face in the industry. In addition, the lack of targeted training programmes, mentorship, and learning opportunities are significant barriers preventing PDI's from attaining professional status within the Built Environment. In addition, graduates face challenges in obtaining practical training, hindering their ability to gain hands-on experience.

However, in contrast to the professional registered members, the racial profiles of candidates show a more diverse representation. If these candidates transition to professional roles, it could lead to a more diverse and representative Built Environment profession in the future.

To address these issues, targeted strategies are essential. Bridging the gap between registered candidates and professionals involves not only understanding the specific challenges faced by different groups but also crafting targeted interventions to address these challenges, ensuring that the future of the industry is more diverse.

This will also require alignment with national strategies. The NDP offers a roadmap for building a more inclusive society through amongst other areas, offering Work Integrated Learning opportunities, and emphasising skills development.

4.1.2 Economic

4.1.2.1 Economic Growth

The health of the South African economy has a profound influence on investments in infrastructure and Built Environment projects. Internally this also has a significant impact on the CBE as reduced government budgets reduce the CBE's funding allocation from DPWI. This strains operations and means that the CBE needs to enhance its own revenue streams through levies, services, investments etc. to supplement grant funding.⁷ It also means that there is reduced funding for bursaries for Built Environment studies for candidates who have limited financial resources.

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South Africa has introduced several economic recovery programmes for the Built Environment sector:

- **Economic Reconstruction and Recovery Plan (ERRP):** This plan focuses on creating a sustainable, resilient, and inclusive economy. The ERRP targets priority areas such as energy security, job creation in the industrial base, mass public employment, infrastructure development, green economy, and the revival of the tourism sector.⁸
- **Construction Industry Recovery Plan (CIRP):** The CIRP aims to rejuvenate the construction sector by addressing the shortfall in infrastructure investment from the past decade. It spans the entire infrastructure delivery and maintenance value chain, focusing on both public and private sectors, and is aligned with the NDP, ERRP, and NIP.⁹ The CIRP also aims to bolster material supply chains and meet transformation targets, focusing on project bankability, innovative practices, and streamlined processes to accelerate economic recovery.
- **Public-Private Partnerships (PPPs):** There is an acknowledgment that the current level of PPPs in infrastructure spending needs to increase. To address this, the Department of Public Works and Infrastructure is working with the National Treasury to enhance the legal frameworks and guidelines to mainstream PPPs for improved infrastructure delivery.
- **Infrastructure Fund:** The Infrastructure Fund (IF) is a portfolio of blended finance infrastructure related projects and programmes. The IF is managed by Infrastructure South Africa (ISA) and operationalized by the Development Bank of South Africa (DBSA) through a “ring-fenced” division of the bank.

These programmes collectively aim to drive sustainable growth, economic resilience, and infrastructure development, which are crucial for the recovery and advancement of South Africa’s Built Environment sector.

4.1.2.2 Property Sector

The South African property sector is grappling with significant challenges, as evident from the decline in listed property fund share prices. This downturn reflects domestic issues like power outages, high interest rates, and rising costs, coupled with broader economic challenges.

The third-quarter Rode’s Report¹⁰ highlights higher capitalization rates for listed properties, affecting the net asset values (NAVs) of Real Estate Investment Trust (REITs). This situation potentially leads to property sales, which could depress market values further.

⁸ <https://www.gov.za/economy>

⁹ <https://www.gov.za/speeches/statement-minister-public-works-and-infrastructure-honourable-sihle-zikalala-occasion-media>

¹⁰ <https://www.rode.co.za/blog/post/third-quarter-rode-s-report-highlights-how-the-travails-of-listed-property-are-contributing-to-higher>

Office Market: Currently struggling due to oversupply, the office sector saw a minor improvement, with decentralized vacancy rates dropping to 14.4% in Q3 2023. While Cape Town shows promise, Johannesburg faces high vacancy rates. The adoption of hybrid working models post-pandemic further reduces demand for office spaces. Though rentals are recovering, the real-term outlook remains negative.

Industrial Market: This sector, inclusive of warehousing, stands firm with lower vacancy rates supporting rental growth. Cape Town shines with a 17% rental increase from pre-pandemic levels. However, the sector could face challenges due to low business confidence.

Residential Market: Economic strains are slowing demand in the residential sector. In August 2023, house prices grew just 0.8% year-on-year. With 2023's interest rate hikes, sales are often driven by owners' financial pressures. While the flat rental market shows improvement, with declining vacancy rates since 2021, overall house prices and rentals are generally declining in real terms.

In summary, while the industrial market remains resilient, the overall property sector in South Africa faces hurdles. Strategic interventions will be crucial for a turnaround.

4.1.3 Social

The Census 2022 results for South Africa reveal significant demographic and social changes over the past decade. The population has grown to 62 million in 2022, up from 51.7 million in 2011, marking an average annual growth rate of 1.8%. Gauteng remains the most populous province with 15 million people, while the Northern Cape has the smallest population. Notably, about 56% of the population is concentrated in Gauteng, KwaZulu-Natal, and the Western Cape, with the latter moving up to become the third-largest province in terms of population size.

Black Africans constitute the majority of the population at 81.4%, followed by coloureds, whites, and Indians/Asians. There has been a decline in the proportion of the white population, from 11% in 1996 to 7.3% in 2022. The migration patterns observed between 2011 and 2022 show that five provinces experienced positive net migration, indicating shifts in population distribution across the country.

In education, there are more than 3 million children aged 0–4 years in Early Childhood Development (ECD) programmes, with significant variations among provinces. The overall educational attendance rate for those aged 5–24 years has increased marginally to 73.4%. However, disparities in educational attainment are evident among different racial groups, with black Africans and coloureds more likely to be concentrated at the secondary level, suggesting higher dropout rates and limited progression to tertiary education.

The data on post-school education reflects disparities among racial groups, with the white population having the highest percentage of post-school educational attainment. In contrast, black Africans and coloureds show lower levels of post-school education, and these levels are nearly comparable between these two groups.

Housing trends have evolved, with the number of households increasing to 17.8 million. The majority of these households are in Gauteng and KwaZulu-Natal. The proportion of households in informal dwellings has declined, indicating an improvement in housing conditions. Household headship is evenly split between males and females, with some provinces showing higher female headship.

Access to basic services like piped water, sanitation, and refuse removal has generally improved, but regional disparities persist. For instance, the Western Cape and Gauteng exhibit higher access to flush toilets and regular refuse removal services. However, challenges remain in regions like the Eastern Cape and Limpopo, particularly regarding water access. Electricity access has significantly increased, with over 90% of households having electricity for lighting, showcasing substantial progress since 1996.

4.1.4 Technological

In the dynamic landscape of South Africa's Built Environment, technology plays an increasingly pivotal role in shaping both present and future trajectories. The CBE is central to these transformative changes. The CBE must not only stay abreast of advancements but also harness them to propel the BE forward in a sustainable and inclusive manner.

Some of the technological changes that impact on the Built Environment are discussed below:

- **Digital tools:** Digital tools are revolutionising construction and design processes. Building Information Modelling (BIM), for example, offers a dynamic 3D model-based process that gives Built Environment Professionals the insights and tools to efficiently plan, design, and manage infrastructure. Despite its potential, the construction industry has continued to use a non-computational data approach, which has resulted in inefficiency. The shift towards BIM is seen as a solution to these fragmented processes, as it provides a more computational and collaborative approach that can prevent duplication, increase efficiency, and reduce project costs.¹¹
- **Increasing use of Artificial Intelligence (AI):** The increasing use of ChatGPT and other means through which documents are constructed and produced will revolutionise the professional sectors, having both positive and negative consequences.

11 <https://www.cliffedekkerhofmeyr.com/en/news/publications/2021/Construction/construction-and-engineering-alert-30-september-building-information-modelling-the-future-is-here-and-its-digital.html>

- **Satellite Imaging and Drones:** Satellite images and drones are increasingly being employed for site surveys, safety inspections, and progress monitoring.
- **Skills and Training:** With the rapid infusion of technology in the Built Environment, there is an urgent need for skill development and training. Together with its BE partners, the CBE must focus on equipping the current and next generation of professionals with the necessary technological skills.
- **Integration with Traditional Practices:** Balancing the adoption of new technologies while respecting and integrating time-tested construction and design methods will be crucial for South Africa, given its rich cultural heritage and diverse Built Environment landscape.
- **Digital divide:** It is important to recognise the impact of the digital divide in South Africa. This is characterized by a stark difference between urbanized areas with better access to internet and digital resources and the rural regions, where digital infrastructure is limited or non-existent. The implications of this digital divide are particularly significant for the Built Environment sector. For one, the advancements in building design, construction, and management increasingly rely on digital tools and technologies. As some role-players begin to leverage these digital tools, there's a risk that others will lag behind, resulting in a Built Environment that is uneven in its quality, resilience, and sustainability. Without access to digital resources, professionals in the Built Environment sector from less advantaged backgrounds will find it challenging to keep pace with best practices, inhibiting their career growth and limiting overall progress in the field.

4.1.5 Environmental

South Africa's Built Environment is positioned at the crossroads of rapid urbanization, rich biodiversity, and pressing environmental challenges. And Built Environment Professionals face the task of weaving together the threads of sustainable development, resource management, and resilience. From the threat of climate change to the intricacies of infrastructure planning, there are multifaceted environmental issues that call for innovative, adaptive, and sustainable solutions.

The following analysis looks at some of the key environmental challenges that shape the trajectory of our Built Environment.

- **Adaptation and resilience:** With global warming, South Africa faces the challenge of unpredictable rainfall patterns, frequent droughts, and extreme weather events. Built Environment Professionals must ensure that infrastructure is resilient to these changes. This involves selecting appropriate materials, incorporating adaptive designs, and considering future climate scenarios. Buildings and urban spaces need to be designed not only to withstand these changes but also to reduce their environmental footprint, ensuring a more sustainable and resilient future.
- **Sustainable Resource Management:** South Africa's rapid urbanization and population growth strain natural resources, including water, raw materials, and energy. Professionals in the Built Environment must advocate for and implement sustainable resource management practices. This involves optimizing construction methods to reduce waste, choosing local and sustainable materials, and considering the lifecycle environmental impact of structures. With depleting natural resources, the importance of circular economies and recycling in the construction sector cannot be overstressed.
- **Energy efficiency and renewables:** South Africa's transition to renewable energy sources and improving energy efficiency in buildings is essential. Built Environment Professionals play a pivotal role here by integrating solar panels, passive solar designs, and other green technologies into structures. Ensuring that buildings consume less energy not only reduces environmental impact but also offers economic advantages in the long run. In line with this, the CBE has been involved in the development of green building rating tools and universal access rating tools.¹²
- **Biodiversity:** Given South Africa's rich biodiversity, urban sprawl and infrastructure development can lead to habitat destruction and fragmentation. Built Environment Professionals need to be acutely aware of the ecological implications of their projects. This means taking into account local ecosystems, preserving native landscapes, and implementing measures to mitigate potential damages. Green infrastructure, such as green roofs and urban parks, can also help in preserving and enhancing urban biodiversity.
- **Urban Sprawl and Land-Use Planning:** As urban areas in South Africa expand, there's a risk of poorly planned and unsustainable urban growth. Built Environment Professionals must prioritize smart and sustainable urban planning. This includes focusing on higher-density developments, promoting mixed-use zones, ensuring a diversity in land use, and allowing easy access to public transportation. Proper land-use planning ensures that urban growth does not come at the expense of agricultural lands or natural habitats.

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- **Water Security:** Water scarcity, particularly in regions like the Eastern and Western Cape, is a significant concern. Built Environment Professionals must emphasize water-efficient designs and technologies. From rainwater harvesting systems to permeable pavements that recharge groundwater, there's a need to consider every possible avenue to conserve and manage this precious resource effectively.

4.1.6 PESTLE Summary

Political

- Alignment with government policies is crucial for the CBE, particularly with strategic frameworks like the District Development Model to ensure coordinated development.
- New legislation including the CIDB (Construction Industry Development Board) Amendment Bill, Procurement Bill, and NEMLA Act necessitates regulatory compliance and active engagement from the CBE.
- The Climate Change Bill and energy policy shifts in the Integrated Resource Plan call for a responsive approach to support a transition to a low-carbon economy.
- NIP 2050 advocates for sustainable infrastructure, demanding agility from the CBE in adapting to new sustainable practices.
- There are notable enforcement and professionalisation challenges within the sector, with a pressing need for legislative reviews to address the prevalence of unregistered practitioners.
- Anti-corruption measures have been strengthened through initiatives like the IBACF, aligning with national strategies to combat corruption in the sector.
- Legal efforts towards transformation show slow progress, highlighting the need for intensified strategies to foster inclusion and diversity within the profession.
- One of the consequences of South Africa's constitutional requirement of general proportionality in electoral systems is an increasing number of "hung" legislatures, which result either in coalitions or minority governments. This has led to increasing political and administrative instability, particularly at a municipal level.

Economic

- The South African economy's health directly impacts infrastructure investment and, subsequently, the CBE's funding, necessitating diversification of revenue beyond government grants.
- Economic recovery plans such as ERRP and Critical Infrastructure Reconstruction Programme (CIRP) aim to revitalize the economy with a focus on energy security, job creation, infrastructure development, and green initiatives.

- Efforts are being made to boost PPPs to improve infrastructure delivery and meet the rising demands for development.
- The IF represents a strategic approach to infrastructure investment, blending public and private finances managed by ISA and operationalized by the DBSA.
- The property sector is facing downturns influenced by energy shortages, high interest rates, and broader economic difficulties, impacting investment values and market stability.
- Office spaces are in oversupply with vacancies, especially in Johannesburg, and the move towards hybrid work models is decreasing demand further.
- The industrial market remains stable with rental growth, particularly in Cape Town, though business confidence remains a variable factor.
- The residential market is seeing a subdued performance due to economic pressures and interest rate hikes, driving sales out of necessity rather than growth opportunities.

Technological

- Technology is central to the transformation of South Africa's Built Environment, with the CBE playing a key role.
- The increased role of AI will undoubtedly continue to have an effect on the way in which the Built Environment Professions conduct their business with both negative and positive consequences.
- Digital tools like BIM are crucial for enhancing planning, design, and management efficiency in construction.
- The use of satellite imaging and drones is growing for site surveys, inspections, and monitoring.
- Upskilling and training in technological tools are urgent for current and future Built Environment professionals.
- Integrating technology with traditional practices is important to maintain cultural and practical relevance.
- The digital divide between urban and rural areas presents challenges to equitable progress in the Built Environment sector.

Environmental

- Climate change demands that Built Environment professionals design infrastructure for resilience and sustainability.
- Rapid urbanization and population growth put a strain on resources, highlighting the need for sustainable management.
- The transition to renewable energy and energy-efficient designs is critical for reducing environmental impact.

- Biodiversity conservation is essential, with a focus on understanding ecological impacts and incorporating green infrastructure.
- Urban sprawl must be managed by smart planning to prevent unsustainable growth, preserve natural habitats and ensure diversity in land use.
- Water security is paramount, requiring efficient designs and technologies for conservation and management.

4.2 Stakeholder Analysis

A stakeholder analysis has been completed and is detailed in the table below.

Table 10: 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 (VAs)	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 the 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

4.3 Internal Environment Analysis

To navigate the CBE’s path forward effectively, a thorough understanding of its internal landscape is necessary. This aspect of the analysis looks into the CBE’s structure, resources and capabilities, offering a picture of its current strengths and areas for improvement. Such introspection not only provides clarity about where the CBE stands today but also forms the foundation upon which future strategies and initiatives can be built.

4.3.1 Organisational Structure

4.3.1.1 Organogram

Leadership:

- **Council:** The Council is responsible for decision-making and oversight of the CBE.
- **Chief Executive Officer (CEO):** Responsible for the overall day-to-day operations of the CBE.

The CBE has the following primary divisions:

- **Executive Head: Programme Management:** Leads transformational initiatives, with dedicated roles focusing on different transformation programmes.
- **Chief Shared Services Officer (CSSO):** Manages programmes and coordinates various projects and services.
- **Strategic Communication & Engagement:** This team focuses on communication, branding, marketing, and editing tasks, making sure that the organization’s messaging is consistent and effectively communicated.
- **Strategic Planning, Monitoring, and Evaluation:** Focuses on long-term strategic goals, performance monitoring, and evaluation.
- **Chief Financial Officer (CFO):** Handles all financial aspects, including accounting, finance management, and procurement.
- **Chief Audit Executive:** Responsible for internal audits and risk management.

Built Environment Stakeholder Engagement Forums

In 2024, the Sixth Term Council reconfigured the Transformation Collaborative Forums into Built Environment Stakeholder Engagement Forums (BESEF). This change was aimed at enhancing alignment with the CBE Act, optimizing efficiency, fostering innovative integration, and adapting to change. The BESEF, with support from the Minister and the Deputy Minister of PWI, are commissioned to engage with all relevant departments and industry role players to resolve key priority challenges identified by stakeholders, where after it will engage the sector on these through annual webinars on the CBE’s knowledge sharing and sector consultation platform.

The following BESEF sub-Forums have been established:

- a) **Transformation Forum:** To address key deliverables from the previous Transformation Collaborative Forums (TCF) with a specific focus on desired procurement reforms, taking into account the difficulties encountered with legislative transformation. The Forum will advocate for a Built Environment that is more inclusive and accelerate the empowerment of women, youth, and persons with disabilities.
- b) **Built Environment Matters Forum:** To focus on engaging with and discussing key issues relevant to the Built Environment, including public protection and safety, legislative frameworks, environmental sustainability, and human resource development. This Forum will help ensure that councils, professional bodies, universities and stakeholders have successful working relationships, lobbying for 4IR, digitization and alignment with the CBE's mandate and strategic objectives in relation to the Built Environment skills pipeline. The Forum is dedicated to ensuring universal access and design within the Built Environment which includes fostering education and training in universal access at tertiary institutions a mandatory requirement for professional development. It aims to establish minimum norms and standards to guarantee equal access and participation, especially for individuals who became disabled while working in the Built Environment. Moreover, the Forum is committed to ensuring that the Built Environment sector offers decent work and employment opportunities for Persons with Disabilities (PWD). This initiative also extends support to train accessibility liaison officers for infrastructure project teams. In collaboration with the Department of Women, Youth, and Persons with Disabilities, the Forum seeks to incentivize the creation of barrier-free and universally designed infrastructure and environments.

The CBE also has the following support functions:

- Legal
- Research and IT
- Human Capital
- Facilities Management
- Knowledge Management

4.3.1.2 Key Organisational Issues

The CBE faces several challenges that currently hinder its effectiveness and ability to deliver on its mandate. A prominent issue has been the inability to fully implement the optimal organisational structure, primarily due to budget constraints. Such fiscal limitations directly impact the effective operations of the CBE, especially in times of economic recession. This not only compromises the potential for efficient structures but also hampers the delivery of services due to existing budget constraints.

A distinctive challenge stems from the CBE's interface role. As the organisation connecting the CBEP and DPWI, the CBE often finds itself navigating a difficult landscape. Funding constraints combined with the task of aligning areas of common interests among diverse councils make this an increasingly complex role. As does changes in the political landscape. The CBE's reporting requirements add to these operational challenges. Some affiliate CBEP fail to submit mandated reports, leading to transparency and accountability concerns.

The management of 13 concurrent functions shared between the CBE and CBEP further adds to this complexity. These mandates and functions, as outlined in the Acts of the CBE and of the CBEP, needs a uniform application of norms and guidelines. To this end, the CBE has proactively developed common norms and policies. However, ensuring adherence and effective application remains a persistent challenge.

There is an evident need for the CBE to diversify its revenue streams as sole reliance on a government grant is no longer sustainable. By exploring additional avenues for revenue, the CBE could alleviate some of its operational pressures. Parallel to this should be an exercise in analysing areas in which costs can be cut. Irregular expenditures have surfaced which require investigation, and where malpractices are identified, disciplinary actions may be required.

On the technological front, the CBE grapples with Information Technology (IT) system limitations. These limitations are compounded by audit concerns such as the lack of IT staff stability. This staffing shortfall is symptomatic of a broader issue as the CBE, subject to public sector budget and other constraints, finds it challenging to find and retain skilled staff.

Leadership changes introduce potential disruptions and a lack of continuity. As the CBE navigates these structural and personnel challenges, there's a clear need for business process improvements. Implementing efficient processes will not only streamline operations but also enhance overall service delivery.

The CBE has an important set of oversight responsibilities which have historically been under-realised, yet are critical to safeguarding the public's health and safety, for example. This should occur through not only close cooperation with the public protector, but through the CBE's direct line to the Minister and bringing concerns to the attention of the public.

4.3.2 Resources

4.3.2.1 Human Resources

During the period under review, the CBE successfully filled several critical vacancies enhancing its operational capacity. Key appointments included the Chief Shared Services Officer (CSSO), Chief Transformation Officer (CTO) and Chief Financial Officer (CFO), along with other strategic management roles vital for service delivery. The CBE has provided induction and training for new appointees to facilitate their integration.

However, challenges, such as skills gaps in the IT department and difficulties in retaining skilled IT staff persist. And, despite implementing a macro-organisational structure, some positions remain vacant.

The need for staff upskilling has been recognised, and the costs for training in new positions are currently being evaluated. It is recognised that the CBE has limited skills and ability to undertake in-depth research and knowledge sharing with stakeholders.

4.3.2.2 Financial Resources

The CBE faces financial challenges primarily due to its reliance on budget allocations from the DPWI. Due to the economic recession, government's finances are limited, necessitating cuts in medium-term budget allocations. This, combined with slow growth in core baseline funding and increased compliance costs, presents a sustainability challenge to the CBE. To address these issues, the CBE developed a revenue enhancement strategy aimed at exploring and overcoming challenges in enhancing its own revenue sources.

Key financial aspects include:

- The need for the CBE to boost its revenue streams through levies, services, investments, etc., in addition to grant funding.
- A grant of R54.5 million from DPWI for the 2022/23 fiscal year.
- An additional revenue of R2.1 million from CBEP levies.
- The budget mainly covering employment costs, office rental, audit fees, travel, and consulting.
- The economic recession leading to reduced budgets, thus impacting operations – including limiting the CBE's footprint in rural areas across the country.
- A surplus of R349k in 2022/23 due to under-expenditure in some areas.

Overall, the CBE's budget was reduced by R2.785 million over four fiscal years¹⁴, underscoring the need for effective financial management, cost cutting measures, and alternative revenue generation strategies.

4.3.2.3 Technological Resources

The CBE has identified a lack of capacity in its Information Communications Technology (ICT) as a significant challenge. The IT unit, primarily staffed with temporary personnel who often resign on short notice, needs more stable staffing. To address these challenges, the CBE has taken several steps:

- The establishment of an IT Steering Committee.
- The appointment of fixed-term contract staff within the IT department.

The IT Steering Committee has made significant progress in addressing most audit findings over the past two years. Additional key points regarding the CBE's technology resources include:

- The CBE has undertaken a migration to IT cloud services.
- Persistent challenges with IT audit issues and findings that require remediation.
- A lack of permanent IT staff, leading to instability in systems.
- The completion of a new IT strategy and roadmap, aimed at aligning operations with the Fourth Industrial Revolution (4IR) and the Internet of Things (IoT).
- A need for modernising information systems to eliminate bottlenecks.

These efforts reflect the CBE's commitment to improving its technological infrastructure and capabilities in response to evolving demands and challenges.

4.3.2.4 Physical Resources

The CBE allocates a significant portion of its budget to the cost of office space rental. In addition, the procurement of new assets has exceeded the budget. This overrun was primarily due to costs associated with leases and in the migration to cloud services. Additionally, the transition to an open plan office layout presents a new challenge in terms of office ambience and working environment.

CBE Structure

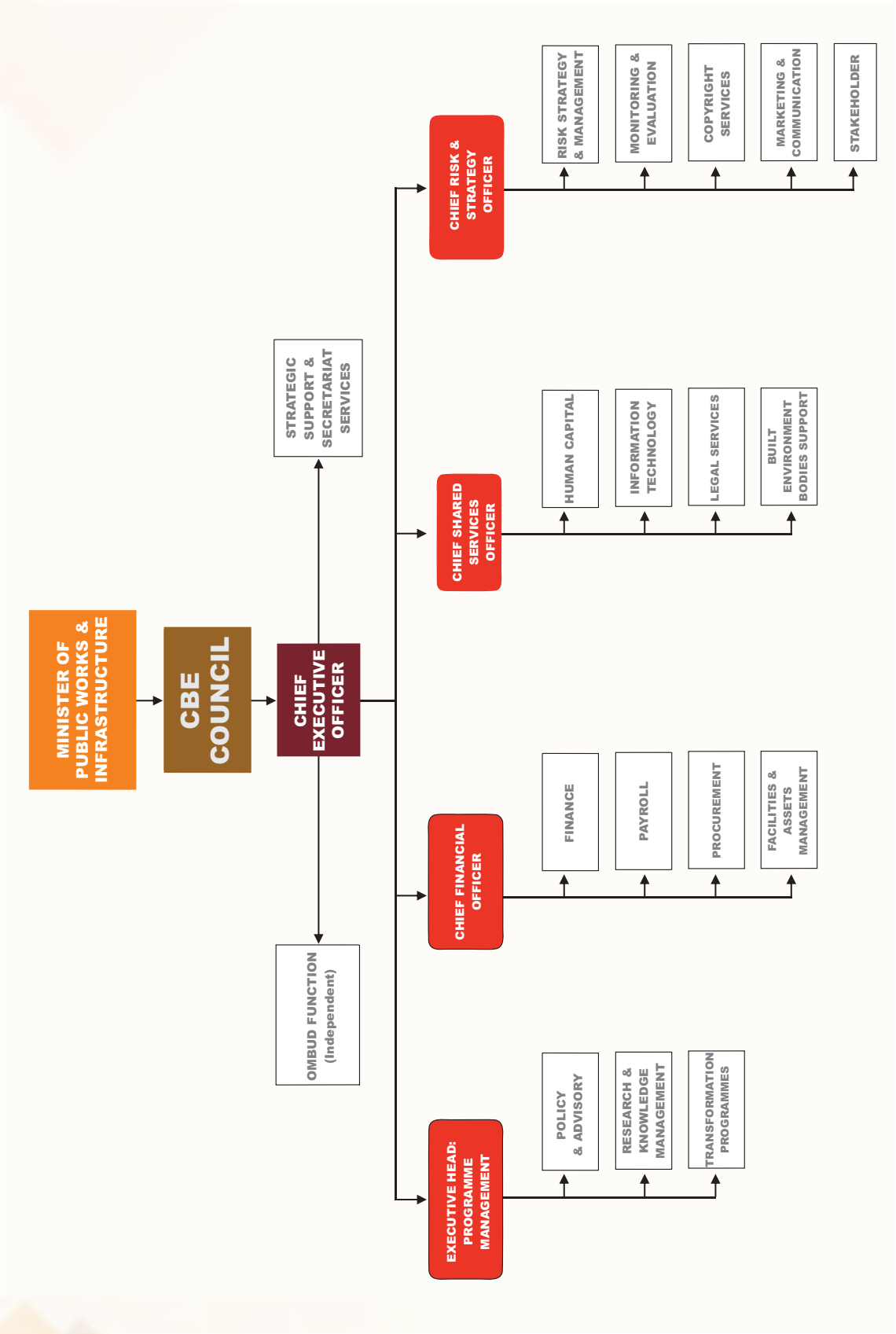


Figure 2: Staff Organisational Structure

4.3.3 Stakeholder Relationships

Legislative and Enforcement Framework:

- The CBE operates under a legislative framework act but lacks the power to enforce standards against unregistered practitioners.
- Collaborative discussions with the Public Protector South Africa have taken place to strengthen the ethical oversight in the Built Environment sector.
- There is limited understanding, within the CBEP, of the CBE's 1999 policy documents.

Education and Awareness Initiatives:

- The CBE engaged in educational outreach to inform students about opportunities in the sector.
- A dialogue was initiated with Walter Sisulu University to potentially establish a new faculty focusing on the Built Environment.

Strategic Partnerships and Collaborations:

- A partnership is in development with the Municipal Infrastructure Support Agency (MISA) aimed at improving service delivery and technical capacity.

Communication and Public Perception:

- Efforts to raise public and sector awareness have been ongoing, including appointing a communications officer and conducting roadshows.

Despite efforts made, there is still a need to improve the public's understanding of the CBE's role and its impact. This is particularly a problem in rural areas, where the CBE has a limited footprint.

Outreach and Capacity Building:

- The COVID-19 pandemic and 2021 civil unrest accelerated the CBE's lead in high-level engagements on infrastructure and economic recovery strategies.
- An advice desk was set up to provide industry-related support, and mass communications campaigns were undertaken to enhance the CBE's profile.

Challenges and Future Intentions:

- The CBE identifies ongoing challenges with public awareness and stakeholder relationships, and it acknowledges geographical constraints in fulfilling its mandate.
- There is a commitment to actively work with diverse stakeholders to improve awareness and visibility of the CBE's work and mandate.

An assessment of the corporate governance of the six CBEP in 2021/22 found that common problems across the CBEP were a lack of resources and capacity. There are also problems in the need for clarity on the IDoW by councils, and the gazetting of fees.

Results of a governance review were as follows:

SACAP:

- Exhibits high compliance with governance framework.
- Shows an improvement trend from the previous year.
- Compliance is aided by the development of a Board Charter, a risk policy and strategy, and the appointment of an Audit and Risk Committee.
- SACAP has developed all the required ministerial policy frameworks.

SACLAP:

- Displays a moderate level of compliance.
- Improvement noted from the previous year.
- Non-compliance in certain areas due to lack of resources and capacity.
- SACLAP has three outstanding policies, with CBE assistance expected on these.

ECSA:

- Reports a high level of compliance.
- Improvement seen from the previous year.
- Development of a Board Charter, risk policy and strategy, and Audit and Risk Committee contribute to full compliance with governance principles (King IV™).
- All required policies are in place, with the International Agreement Policy being the last to be approved within the financial year.

SACPCMP:

- Demonstrates a high level of compliance.
- Trends indicate improvement from the previous year.
- Has two outstanding policies that need development to comply fully with governance principles (King IV™).
- Focuses on capacity, risk policy, and strategy, and the placement of an Audit and Risk Committee for IT-related compliance issues.

SACQSP:

- Shows a high level of compliance.
- Marks an improvement over the previous year.
- The development of a risk policy and strategy and the appointment of an Audit and Risk Committee are central to IT-related compliance.
- SACQSP has two outstanding policies yet to be developed.

SACPVP:

- Has a moderate level of compliance.
- Improvement trend from the previous year.
- Non-compliance in some areas is due to a lack of capacity and resources.
- SACPVP has three outstanding policies, with a plan to develop these and an offer from CBE to assist.

4.3.4. SWOT Analysis

It is evident that while there are strengths and potential opportunities for the CBE to leverage, there are significant weaknesses and threats that need addressing. A strategic approach, involving thorough reviews and stakeholder consultations, can be beneficial in driving the CBE's mission forward.

4.3.4.1 Strengths

- Oversight responsibilities: The CBE possesses strong oversight responsibilities over the CBEP, supported by a well-established and predictable governance arrangement that is vital to effective monitoring and oversight.
- Leadership and Legislation: CBE is underpinned by the foundational Council for the Built Environment Act of 2000, with support from the Executive and a structure incorporating state representatives, enhancing its relationship with the government.
- Financial Integrity is maintained through measures to prevent and detect irregular expenditure, as evidenced by clean audit opinions.
- The CBE demonstrates adaptability and commitment to improvement, seen in the proactive development of its IT and SCM departments, aligning processes with constitutional requirements and addressing ICT challenges.
- The CBE is recognised for its clean administration, clear processes, governance structures, and frameworks. Its skilled and qualified leadership, improved collaborations, and inclusive Council structure reflect its dedication to promoting and protecting society through its regulatory role.

The CBE enjoys recognition from DPWI for its role and includes representatives from all professional bodies in the Built Environment on its Council, indicating a broad base of support and influence.

4.3.4.2 Weaknesses

- Reporting inconsistencies from affiliate councils and delays in implementing organisational changes highlight internal inefficiencies.
- Operational effectiveness is limited by current policies and financial constraints, affecting service delivery. Revenue is limited and costs management needs greater focus.
- Resistance to transformation in the sector and IT system changes.
- Skills gaps within the CBE, including a limited ability to undertake in-depth research and knowledge sharing with stakeholders.
- Economic downturns have led to major budget constraints for the CBE.
- Implementation of the CBE's objectives has been relatively weak.
- Stakeholder engagement gaps and friction due to perceptions of the CBE overshadowing professional bodies.
- Some role players question the relevance and necessity of the CBE's role.
- Outdated clauses in the CBE Act and governance concerns point to potential hindrances in the CBE's functions.
- Internal challenges evidenced by resignations, along with a weak organisational structure and funding issues.
- Lack of clarity on identification on identification of work (IDoW) issues by councils.
- The CBE's footprint and impact has been limited in rural areas.
- The CBE's responsibilities for oversight of the CBEP has not been significantly realised.
- Some CBEP have not gazetted their fees.

There has been a limited understanding of the CBE's initial 1999 policy documents.

4.3.4.3 Opportunities

- Embracing technologies from the Fourth Industrial Revolution offers a chance for operational advancement and innovation.
- Advocating for policy reforms and expanding training programmes into rural areas can foster local development and enhance professional standards.
- Collaboration with educational institutions for curriculum reviews and promoting professionalisation within the public sector can uplift industry standards.

- Strengthening global partnerships, especially in the SADC region.
- Enhancing financial sustainability by exploring revenue streams beyond traditional grant funding.
- Transforming the fragmentation of councils into a strength through cross-collaboration and playing an active advisory role in government capacity and infrastructure planning.
- Driving transformation initiatives and advocating for issues like sustainability, utilising stakeholder relationships to ensure optimal professional utilisation.
- Optimising the use of the CBE Act to effectively drive the organisation's mandate.
- Even within the current legislation, the CBE has the legal mandate and ability to issue directives on professionalisation as well as other issues impacting on the Built Environment.
- The CBE is well placed to work with educational institutions, Universities, Sector Education and Training Authorities (SETA's) as well as Technical and Vocational Education and Training (TVET's) through the Department of Higher Education and Training (DHET) on matters relating to the Built Environment.
- The CBE is able to flag key issues relating to the Built Environment with the Minister and government, allowing it to play a proactive advocacy role.

4.3.4.4 Threats

- Integrity challenges due to potential corruption and maladministration, coupled with resistance to transformation, pose significant threats to the CBE.
- Political and administrative instability discourage investment in the Built Environment, and slow the pace of development.
- Economic downturn could threaten the CBE's financial stability.
- The pandemic outbreaks has impacted financial stability and operational capability, with retaining skilled professionals remaining a challenge.
- Budget cuts implemented across all spheres of government has limited funding available.
- Dependence on external role players for performance against Key Performance Indicators (KPI's).
- The need for a review of the CBE Act due to potentially obsolete clauses, and the emergence of new acts like Protection of Personal Information Act (POPIA), might conflict with the CBE's objectives.
- Authorisation of cidb to register professional entities could lead to role confusion, while perceptions of the CBE not effectively addressing major national challenges raise concerns.
- Lack of transformation in areas such as Black Economic Empowerment and gender, along with potential political interference and oversight issues, are significant threats.

5. FINANCIAL 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.

5.1 Overview of 2020 Budget and Medium-Term Expenditure Framework Estimates

Table 11: Expenditure per CBE Programme

Programme	Audited Outcome 2016/17	Audited Outcome 2017/18	Audited Outcome 2018/19	Approved Budget 2019/20	Average growth rate (%) 2016/17 – 2019/20	Expenditure total: (%) 2019/20	Medium-Term Estimate			Average growth rate (%) 2019/20 - 2022/23	Expenditure total: (%) 2022/23
R thousand							2020/21	2021/22	2022/23		
Programme 1 Administration	50 280	54 744	59 427	52 978	1.8%	92.0%	57 084	60 233	62 961	5.9%	92.3%
Programme 2 Built Environment Sector Empowerment	805	872	910	1 078	10.2%	1.6%	1 154	1 131	1 183	3.1%	1.8%
Programme 3 Professional Skills and Capacity Development	2 064	321	1 314	1 077	-19.5%	2.0%	979	1 130	827	-8.4%	1.6%
Programme 4 Research and Knowledge Management	21	286	188	513	190.2%	0.4%	373	539	564	3.2%	0.8%
Programme 5 Public Protection and Legislation	616	1 008	6 499	1 880	45.0%	3.9%	2 691	2 021	2 377	8.1%	3.5%
Total expense	53 786	57 231	68 338	57 526	2.3%	100.0%	62 281	65 053	67 912	5.7%	100.0%



PART C

MEASURING PERFORMANCE

C | B | E

COUNCIL
FOR THE BUILT
ENVIRONMENT

INTRODUCTION

Part C aims to monitor the extent to which the strategic objectives, outcomes and impacts identified in this Strategic Plan are achieved.

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 MTDP.

The Outcomes are the following:

1. Strengthening the administrative excellence and financial sustainability of the CBE
2. Capable and developmental Built Environment professional bodies
3. Built Environment education and career advancement
4. Research, policy, advocacy and transformation
5. Enhancing the CBE's reputation and public engagement
6. Protect and promote public interest

THEORY OF CHANGE

The theory of change outlined below shows how the CBE aims to contribute towards achieving a sustainable, intelligent, inclusive, adaptive, agile, and thriving Built Environment by 2035.

This will be achieved through six key outcomes, each addressing a critical aspect of the Built Environment sector:

1. **Strengthening administrative excellence and financial sustainability:** This outcome focuses on improving the operational efficiency and financial resilience of the CBE, ensuring good governance, enhanced service delivery, and sustainable growth through strategic enterprise architecture and a diversified revenue strategy.
2. **Developing capable and developmental Built Environment Sector:** This outcome aims to improve governance, coordination, and professional standards across all tiers of the Built Environment sector. This will be achieved by enhancing the governance among the six councils directly under the CBE's oversight, facilitating strategic collaboration among the nine Built Environment professional councils, and extending support to a broad range of professionals and other role players in the Built Environment.

3. **Skilled Built Environment Professionals:** This outcome aims to create an educational and professional development pathway that guides individuals from their initial interest in Built Environment fields through a lifetime of learning and growth, ensuring high standards of knowledge, skill, and innovation in the industry.
4. **Fostering research, policy advocacy, and transformation:** This outcome is dedicated to ensuring the CBE informs and guides national strategies, promoting sustainable resource utilisation, socio-economic growth, public health, and safety through expert advice, research, and policy oversight.
5. **Enhancing the CBE’s reputation and public engagement:** This outcome aims to improve the image of the CBE and Built Environment Professions through communication, awareness strategies and marketing initiatives.
6. **Protecting and Promoting Public Interest:** This outcome will reinforce the CBE’s commitment to protecting public interests in the Built Environment through effective legislative oversight, responsive appeals management, strategic collaboration with the Competition Commission, and proactive ombuds services.

Each outcome is designed to contribute to the broader vision by addressing specific challenges and leveraging opportunities within the Built Environment sector, ensuring a coordinated approach towards achieving sustainability, innovation, inclusivity, adaptability, and resilience by 2035.

The following illustration provides a summary overview of the key activities, outputs and indicators, by each of the six identified outcomes.

THEORY OF CHANGE RESULTS CHAIN

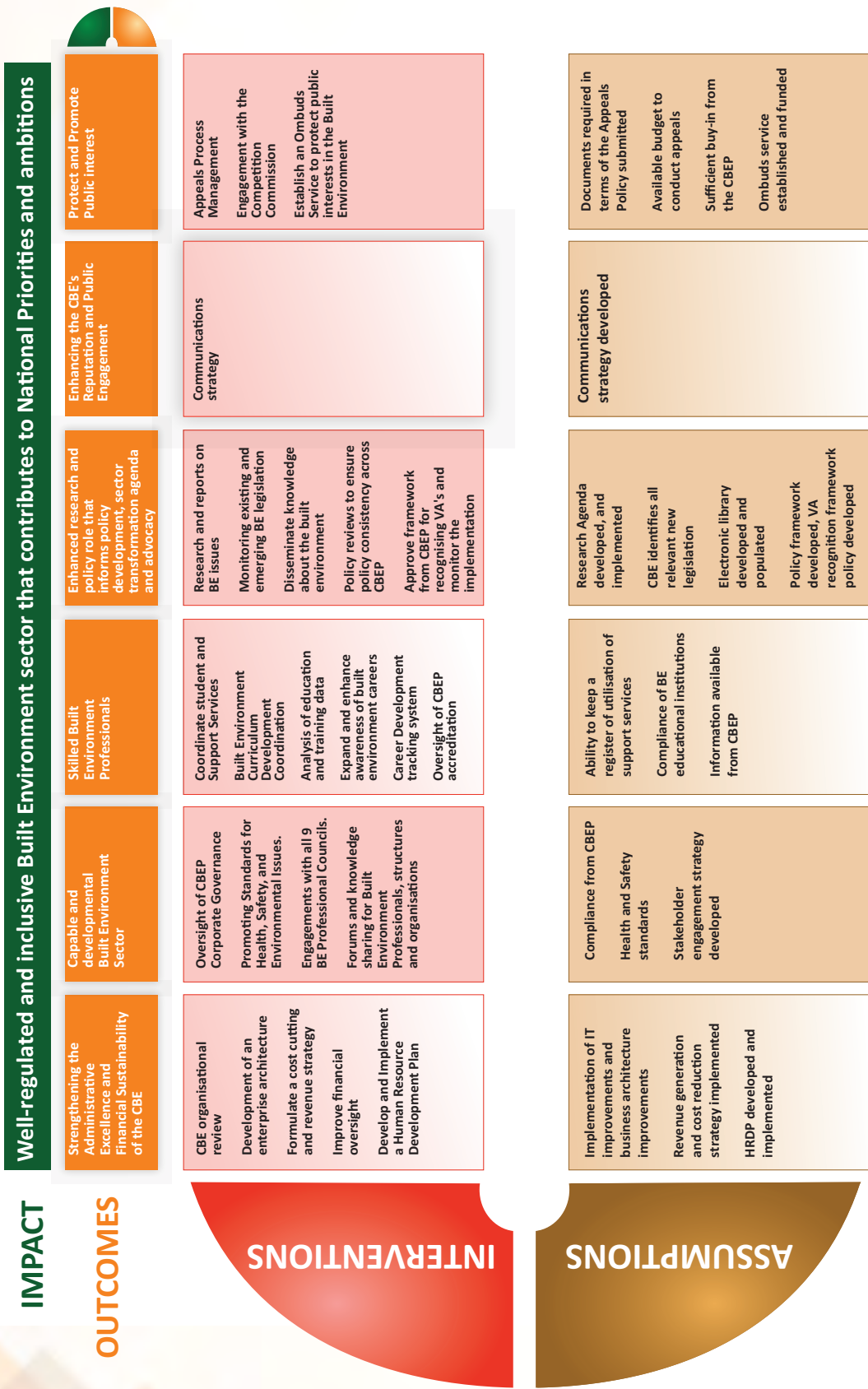


Figure 3: Theory of Change

1. OUTCOME 1: STRENGTHENING THE ADMINISTRATIVE EXCELLENCE AND FINANCIAL SUSTAINABILITY OF THE CBE

1.1 Impact Statement

This outcome will advance the operational efficiency and financial resilience of the CBE, ensuring robust governance, enhanced service delivery, and sustainable growth through strategic enterprise architecture and a diversified revenue strategy.

1.2 Indicators, Baselines and Targets

Table 12: Outcome 1 – Indicators, Baselines and Targets

MTDP Five-Year Priority	Priority 3: A capable, ethical and developmental State		
Outcome	Outcome Indicator	Baseline	Five-Year Target
Strengthening the Administrative Excellence and Financial Sustainability of the CBE	1A Percentage increase in process efficiency following the implementation of IT and business architecture enhancements.	A baseline will be established by conducting a process efficiency audit before the enhancements are implemented. The initial benchmark will be set at 0% improvement, with a target of 20% increase in business process efficiency over five years following the implementation of the enhancement.	20% increase in business process efficiency over five years following the implementation of the enhancement.
	1B Percentage reduction in operational costs.	Current annual costs.	Costs reduced by 5%.
	1C Percentage increase in revenue streams.	Current annual revenue.	Income increased by 5%.
	1D Percentage achievement of the HRDP objectives.	Percentage of HRDP objectives achieved.	85% achievement of HRDP identified objectives.

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

Priority 3 of the MTDP calls for a capable, ethical and developmental state. The first element of the CBE's response to this must be inward-looking to ensure that the CBE's own internal operations and modes of operation align to this priority, enhance its internal governance structures and processes, improve operational economy and effectiveness.

The primary focus under this outcome is to significantly enhance the operational efficiency and financial robustness of the CBE. Key performance areas will include organisational restructuring and the optimising of the CBE processes, aimed at achieving a higher degree of administrative excellence. This will involve a comprehensive review and streamlining of internal processes, coupled with the integration of advanced IT systems and database-management skills to improve efficiency and decision-making capabilities.

Financial sustainability is another critical aspect of the planned performance. This will be pursued through the development and implementation of both a cost cutting and a robust revenue diversification strategy. Potential areas of cost cutting will actively be explored. The CBE will explore new income streams and optimise existing ones, ensuring a stable and sustainable financial base. Financial management practices will be strengthened through the establishment of rigorous financial oversight mechanisms. This includes regular audits and financial reporting to maintain transparency and accountability.

Human Resource Development will also play a vital role. The CBE plans to align its human resources with strategic objectives by developing and implementing a Human Resource Development Plan (HRDP). This plan will focus on enhancing the skills and capabilities of the staff, ensuring they are able to meet the CBE's needs.

In terms of governance, the CBE will enforce strict compliance with governance and regulatory standards. Efforts will be made to establish a culture of ethical practice and adherence to legal frameworks. Regular training and awareness programmes will be conducted to ensure that all staff members are familiar with these standards.

This outcome responds to the following legislative requirements of the CBE Act:

- 3f) *promote sound governance of the built environment professions;*
- 4c) *make recommendations to the Minister on the composition, functions, assets, rights, employees or financing of the council;*
- 4d) *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;*

4s) 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;*

1.4 Rationale

The strategic objective of strengthening the administrative excellence and financial sustainability of the CBE is important to create an environment where Built Environment Professions can thrive and contribute to the socio-economic development of South Africa.

A rationalisation of the CBE's processes and the adoption of comprehensive enterprise architecture are vital to enhancing efficiency and improving governance standards. By conducting an organisational review and streamlining IT and business architecture, the CBE can significantly reduce redundancies and operational inefficiencies.

The diversification of revenue streams – which has also been a previous goal – is critical to ensuring the financial sustainability of the CBE. The development and implementation of a revenue strategy that identifies and taps into new income sources will provide the financial stability necessary for the CBE to fulfil its mandate effectively. This must go hand in hand with a cost cutting initiative which actively identifies areas in which costs can be cut, without impacting on the CBE's productivity.

Human Resources optimisation is another pillar of this strategic objective. By aligning human resources with operational needs through the HRDP, the CBE ensures that its workforce is well-equipped and skilled to meet current and future challenges. This is not only about filling skills gaps but also about fostering a culture of continuous improvement and professional development within the organisation.

1.5 Key Interventions and Outputs

The following are the Key Interventions and Outputs that will contribute towards realising Outcome 1: Strengthening the Administrative Excellence and Financial Sustainability of the CBE.

Table 13: Outcome 1 Interventions and Outputs

Interventions	Outputs
1.1 Conduct an organisational review to streamline processes, integrating IT and business architecture.	A report outlining streamlined processes for efficiency and enhanced governance recommendations.
1.2 Develop a comprehensive enterprise architecture to support business processes and decision-making. The ability to build, manage and use databases will be an important component of this.	A strategic IT roadmap and comprehensive business architecture framework.
1.3 Formulate a cost cutting and revenue strategy to diversify income and ensure financial sustainability.	Costs reduced by 5% and income increased by 5%. An integrated financial management report that covers cost-cutting measures, revenue generation, and oversight mechanisms.
1.4 Develop and Implement a Human Resource Development Plan (HRDP)	A HRDP with defined outcomes and timelines and annual report on implementation.

1.6 Enablers to Achieve the Five-Year Targets

Enabling factors towards achieving the five-year targets are as follows:

- Development and implementation of a CBE restructuring plan to improve operational efficiency.
- Robust financial management, including identification of areas in which costs can be cut, and willingness to embark on these cuts.
- Diversification of revenue to increase the resources available to the CBE.
- Skilled and capable CBE staff.
- Establishing a system for regularly monitoring performance against strategic objectives, with mechanisms in place to adjust strategies based on feedback and changing circumstances.

1.7 Key Risks

Table 14: Outcome 1 Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
3f) promote sound governance of the built environment professions; 4c) make recommendations to the Minister on the composition, functions, assets, rights, employees or financing of the council; 4d) 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; 4s) charge - I. membership fees & II. any other fee it considers necessary;	Strengthening the Administrative Excellence and Financial Sustainability of the CBE.	- Inadequate integration of IT systems leading to inefficiencies. - Cost cutting measures cannot be identified – or cost cutting has a negative impact on CBE functionality. - Revenue diversification strategies fail to identify viable new income streams. - Insufficient financial oversight resulting in mismanagement of assets and budget overruns. - Human resource capabilities not aligned with operational requirements. - Failure to establish and maintain compliance with governance and regulatory standards. - Resistance to change within the organization hindering the adoption of new processes.	- Ensure that CBE's processes are streamlined and that IT, business architecture and processes are aligned. - Increase CBE revenue and ensure that funds are efficiently and effectively spent. - Human resources in the CBE are effectively developed.

1.8 Public Entities

Not Applicable

2. OUTCOME 2: CAPABLE AND DEVELOPMENTAL BUILT ENVIRONMENTAL SECTOR

2.1 Impact Statement

Outcome 2 aims to improve governance, coordination, and professional standards across all tiers of the Built Environment sector. This will be achieved by enhancing the governance among the six councils directly under the CBE's oversight, facilitating strategic collaboration among the nine Built Environment professional councils, and extending support to a broad range of professionals and other role players in the Built Environment.

2.2 Indicators, Baselines and Targets

Table 15: Outcome 2 – Indicators, Baselines and Targets

MTDP Five-Year Priority	Priority 3: A capable, ethical and developmental State		
Outcome	Outcome Indicator	Baseline	Five-Year Target
Capable and Developmental Built Environment Sector	2A Governance oversight of CBEP	Current number of CBEP's meeting 70% of governance standards	All CBEP meet at least 70% of governance standards.
	2B CBEP' adoption of CBE's Health and Safety standards.	Current number of CBEP's adopting standards which align to CBE's.	All CBEP have adopted standards which align to CBE's.
	2C Number of CBEP aligned with the CBE's 13 concurrent functions frameworks.	Current number of CBEP aligned with the CBE's 13 concurrent functions frameworks.	All CBEP have aligned with CBE's 13 concurrent functions frameworks.
	2D Percentage improvement in stakeholder satisfaction score.	To establish a baseline, a comprehensive stakeholder satisfaction survey will be conducted, within the first quarter of the financial year. The results of the survey will serve as the initial benchmark (0%) improvement.	5% improvement.

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

The focus under Outcome 2 is to foster capable and progressive CBEP, including VAs and individual professionals.

This outcome will have three levels of focus: The first will focus on the six CBEP under the CBE's legislative mandate, the second focus will be on the nine councils involved in the Built Environment; and the third focus will be on Built Environment role players and professionals in general.

Focus area 1: Monitoring and oversight of six CBEP under the CBE's legislative mandate

Aims to promote good governance within these six CBEP. The CBE's performance will centre on enhancing governance across these councils. Key actions include establishing oversight mechanisms for regular reviews and assessments, which will help in maintaining high standards of corporate governance within the CBEP. This area involves receiving, analysing, and synthesising annual reports from the councils, and submitting a comprehensive summary to the Minister. This work aligns with mandates of 3(f) promote sound governance of the built environment professions; and 4(v) receive and assimilate the annual reports of the councils for the professions and submit a summary to the Minister;.

Focus area 2: Facilitate Coordination and Excellence among all (nine) councils working in the Built Environment

A key element of this work area will be to collaborate with the councils to review and enhance health, safety, and environmental protection standards in the Built Environment. This involves evaluating current standards, proposing necessary updates, and working towards the implementation of these. This corresponds with CBE's legislative mandate 3(e) for promoting appropriate health, safety, and environmental standards, and 3(b) for maintaining a sustainable built and natural environment.

The CBE will conduct regular engagement sessions with the nine professional councils and other stakeholders. This includes organising forums, roundtable discussions, and developing collaborative frameworks for ongoing communication. These engagements will happen on a number of levels – not just via the CEO's or chairs. This supports the CBE's mandates of 3(h) to serve as a forum for discussing relevant issues; and 4(e) and 4(i) for facilitating inter-ministerial and professional council cooperation on matters of national importance.

Focus Area 3: Forums and Knowledge Sharing

This focus aims to convene and engage with all of the nine professional councils, stakeholders and Built Environment professionals on transversal issues. Here, work will involve hosting forums and workshops and creating platforms for knowledge sharing. This includes virtual meetings every six months to discuss key issues in the Built Environment sector. This aligns with the CBE's mandate 3(h) to provide a platform for discussions among Built Environment Professionals and 4(f) for providing advice and consultation on national policy impacting the Built Environment.

Overall, these three focus areas respond to the following legislative requirements of the CBE Act:

- 3b) *promote and maintain a sustainable built environment and natural environment;*
- 3d) *facilitate participation by the built environment professions in integrated development in the context of national goals;*
- 3e) *promote appropriate standards of health, safety and environmental protection within the built environment;*
- 3f) *promote sound governance of the built environment professions;*
- 3h) *serve as a forum where the built environment professions can discuss relevant issues;*
- 4e) *facilitate inter-ministerial co-operation concerning issues relating to the built environment;*
- 4f) *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;*
- 4h) *direct communication from the Minister or the relevant Minister to the councils for the professions;*
- 4i) *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;*
- 4k) *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;*

4o) ensure the consistent application of policy throughout the built environment by encouraging coordination between the councils for the professions;

4r) review fees published by the councils for the professions to ensure the consistent application of the principles regarding such fees;

4u) consider proposals from the councils for the professions with regard to the determination of policy contemplated in paragraph (k);

4v) receive and assimilate the annual reports of the councils for the professions and submit a summary to the Minister;

2.4 Rationale

Strengthening the capabilities of Built Environment professional councils is crucial for maintaining high standards within the industry. By ensuring these councils operate effectively and are well-coordinated, the CBE can enhance governance and professional development across the sector, ultimately benefiting public safety and professional integrity.

2.5 Key Interventions and Outputs

The following are the key interventions for the Medium-Term Expenditure Framework (MTEF) that will contribute towards realising Outcome 2.

Table 16: Outcome 2 Interventions and Outputs

Interventions	Outputs
1. Oversight and assessment of various issues including Corporate Governance within the six CBEP under CBE's current legislative mandate. This will include receiving and reviewing annual reports and submitting a summary to the Minister.	- An integrated report detailing governance standards, policy adherence, and communication flow within CBEP. - Synthesised annual report.
2. Promoting Standards for Health, Safety, and Environmental Issues. This will involve collaboration with the professional councils to evaluate and enhance health, safety, and environmental protection standards within the Built Environment sector, ensuring these meet contemporary requirements and legislative compliance.	- A reviewed and updated set of health, safety, and environmental standards for the Built Environment sector. This will also detail the assessment process, changes made to existing standards, and the rationale for updates. - A strategy for the implementation and enforcement of the updated standards across the sector.
3. Engagements with all nine professional councils and Stakeholder Integration. This will involve regular multi-level engagement sessions with the nine Built Environment professional councils, government departments, private sector entities, civil society, and other stakeholders to address pertinent issues in the BE sector.	- A series of engagement forums or roundtable discussions with documented agendas, proceedings, and actionable outcomes with the CBEP, ensuring that engagements happen at exco level, councils' level and administrative levels. - Stakeholder engagement strategy and stakeholder categorisation. This will also include a framework for ongoing collaboration and communication between the BE professional councils and stakeholders, including a schedule of regular meetings and an online collaboration platform. - Policy briefs or white papers generated from engagement sessions that reflect the consensus on national issues and the coordinated action plans. - Annual reports summarising the activities, outcomes, and impact of the engagements on the BE sector, providing transparency and insights to all stakeholders.
4. Host regular forums and workshops for Built Environment Professionals, structures and organisations, and create platforms for knowledge sharing.	Virtual meetings convened at least every six months with Built Environment organisations and professionals on key BE issues.

2.6 Enablers to Achieve the Five-Year Targets

- Establish solid systems for monitoring and ensuring governance standards within the CBEP, including audits and regular assessments.
- Develop a policy framework to allow harmonisation across the CBEP.
- Strengthen relationships with CBEP and other key stakeholders, to facilitate knowledge sharing and consistent policy application.
- The CBE's staff must have the requisite skills and knowledge to oversee policy and governance issues.
- Clear and efficient communication channels between the CBE, the CBEP, and other stakeholders.
- Implement systems for regular reporting and feedback from the CBEP to the CBE.
- Ensure that the CBE and CBEP have access to legal and regulatory advice to aid in compliance with existing laws and adapting to new regulations.

2.7 Key Risks

Table 17: Outcome 2 Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
3b) promote and maintain a sustainable built environment and natural environment; 3d) facilitate participation by the built environment professions in integrated development in the context of national goals; 3e) promote appropriate standards of health, safety and environmental protection within the built environment; 3f) promote sound governance of the built environment professions; 3h) serve as a forum where the built environment professions can discuss relevant issues; 4e) facilitate inter-ministerial co-operation concerning issues relating to the built environment; 4f) 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; 4h) direct communication from the Minister or the relevant Minister to the councils for the professions; 4i) 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; 4o) ensure the consistent application of policy throughout the built environment by encouraging coordination between the councils for the professions; 4r) review fees published by the councils for the professions to ensure the consistent application of the principles regarding such fees; 4u) consider proposals from the councils for the professions with regard to the determination of policy contemplated in paragraph (k); 4v) receive and assimilate the annual reports of the councils for the professions and submit a summary to the Minister;	Outcome 2: Capable and developmental Built Environmental Sector	• Inconsistent policy application between CBEP. • Insufficient governance oversight of CBEP. • Lack of coordination between BE councils and other bodies involved in the BE. • Inadequate stakeholder engagement. • Resistance to updated health, safety and environmental standards. • Communication breakdowns and poor communication.	• Enhanced oversight of the governance of the CBEP. • Increased coordination and collaboration between professional councils as well as other organisations and bodies involved in the BE. • Focussed stakeholder engagement. • Clear communication channels.

2.8 Public Entities

Not Applicable

3. OUTCOME 3: SKILLED BUILT ENVIRONMENT PROFESSIONALS

3.1 Impact Statement

Creating an educational and professional development pathway that guides individuals from their initial interest in Built Environment fields through a lifetime of learning and growth, ensuring high standards of knowledge, skill, and innovation in the industry.

3.2 Indicators, Baselines and Targets

Table 18: Outcome 3 – Indicators, Baselines, and Targets

MTDP Five-Year Priority	Priority 1: Inclusive Growth and Job Creation Priority 2: Reduce Poverty and tackle the high Cost of Living Priority 3: A Capable, Ethical and Developmental State		
Outcome	Outcome Indicator	Baseline	Five-Year Target
Skilled Built Environment Professionals	3A Increase in the percentage utilisation of student and graduate support service.	Current 2024 number of users taking up the student and graduate support services.	30% increase in support services by the targeted users.
	3B Percentage increase in the number of BE educational institutions adopting new practices in BE education.	Current number of BE educational institutions adopting new practices in BE education.	25% increase over the five-year period.
	3C Career Development tracking system.	Current status of tracking system.	100% implementation of career tracking system.
	3D Percentage compliance of CBEP with the CBE's oversight accreditation standards.	Current number of CBEP which comply with 70% or more of CBE's oversight standards.	All CBEP comply with 70% or more of CBE's oversight standards.

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

Outcome 3's planned performance is about bridging the gap between education and industry requirements, supporting career development, and promoting the Built Environment as a rewarding field of study and work. This outcome responds to the following legislative requirements of the CBE Act:

3c) promote ongoing human resources development in the built environment;

3g) promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic;

4j) coordinate the establishment of mechanisms for professionals to gain international recognition;

4n) 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);

4p) promote coordination between the Council on Higher Education and the councils for the professions in relation to the accreditation of education institutions;

Under Outcome 3, the CBE aims to create a structured educational and professional career pathway in the Built Environment fields. The performance will be focused on enhancing support services for students and graduates across the different Built Environment Professions. This includes the development and implementation of an integrated support services framework, facilitating mentorship opportunities, scholarships, and continuous professional development.

A significant performance area will be the coordination of Built Environment curriculum development. The CBE plans to work closely with educational institutions, DHET, SETA's and industry stakeholders to ensure that the educational curricula are aligned with the latest industry and developmental requirements. This will involve partnering with educational institutions, industry stakeholders, and SETA's to align educational strategies with industry requirements and to encourage curricular innovations.

Additionally, the CBE will concentrate on collecting and analysing data concerning Built Environment education and training. This data will guide strategic decisions and help in identifying trends and areas for improvement in educational offerings.

Raising awareness of Built Environment careers is another key performance goal. The CBE will augment its education campaigns and public engagement initiatives to attract more individuals to Built Environment fields, highlighting the diverse career opportunities and the sector's importance to societal development.

3.4 Rationale

Focusing on education and career advancement addresses the critical need for a skilled workforce in the Built Environment sector. By supporting educational pathways and professional growth, the CBE can help to close skills gaps, foster innovation, and ensure that the sector remains competitive and capable of addressing future challenges.

3.5 Key Interventions and Outputs

Table 19: Outcome 3 Interventions and Outputs

Intervention	Outputs
1. Student and Graduate Support Services Coordination.	- Integrated Support Services Framework: Develop and implement a comprehensive framework that aligns student and graduate support services across all Built Environment professional councils. - Mentorship and Scholarship: Establish structured mentorship programmes to connect students and graduates with experienced professionals for guidance and support. Coordinate scholarship programmes that provide financial assistance and opportunities for academic advancement within the Built Environment sector. - Annual Report on Support Services: Compile an annual report that evaluates the effectiveness of support services.
2. Built Environment Curriculum Development Coordination.	Annual report (included in above report) on the need for Built Environment educational changes and reporting on work undertaken with the CBEP and educational institutions (including SETA's) and DHET (for TVET's).
3. Education and Training Data Analysis.	- Develop, update and keep current a database of BE education and training data. - Quarterly report published on website addressing membership, students, accreditation, etc.
4. Expand and enhance awareness of Built Environment careers through strategic education campaigns and public engagement initiatives.	Annual report on initiatives undertaken to coordinate with CBEP on expanding awareness of the BE sector.
5. Career Development: Creation of a tracking system to monitor the professional development and continuing education of graduates, ensuring adherence to industry standards and promotion of lifelong learning.	Professional Development Tracking System conceptualised and established.
6. Oversight of CBEP' accreditation of Built Environment programmes and institutions.	Development of a CBE framework which outlines the processes and outcomes that CBEP should use for accreditation, and annual reporting (included in report 3.1.4 above) on CBEP' alignment and progress in this regard.

3.6 Enablers to Achieve the Five-Year Targets

The following are the enabling conditions to achieve the five-year targets:

- Strong collaboration with universities and training institutions
- The CBE staff have the relevant skills and knowledge to engage in and coordinate this work
- Involvement of Built Environment industry role players and other relevant stakeholders
- Funding for the professional development tracking system
- Support from the CBEP for career development tracking system
- Information from CBEP on accreditation

3.7 Key Risks

Table 20: Outcome 3 Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
3c) promote ongoing human resources development in the built environment; 3g) promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic; 4j) coordinate the establishment of mechanisms for professionals to gain international recognition; 4n) 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, (Act No. 58 of 1995); 4p) promote coordination between the Council on Higher Education and the councils for the professions in relation to the accreditation of education institutions;	Outcome 3: Skilled Built Environment Professionals	• Lack of support services for students and graduates. • Curriculum out of alignment with industry needs. • Insufficient data on BE training / education matters. • Poor awareness or negative perceptions about BE careers. • Lack of information on accreditation. • Sufficient funding for professional development tracking system.	• Support service framework which is designed to ensure that students receive support at all stages of their studies and early careers. • Curriculum development work with educational institutions, industry stakeholders, SETA's, DHET etc. • System developed to collect and analyse BE education and training data as well as professional development. • Well planned awareness campaigns and public engagement. • Engagements with CBEP on accreditation issues.

3.8 Public Entities

Not Applicable

4. OUTCOME 4: ENHANCED RESEARCH AND POLICY ROLE THAT INFORMS POLICY DEVELOPMENT, SECTOR TRANSFORMATION AGENDA AND ADVOCACY

4.1 Impact Statement

Ensure the CBE informs and guides national strategies, promoting sustainable resource utilisation, socio-economic growth, public health, and safety through expert advice, research, and policy oversight.

4.2 Indicators, Baselines and Targets

Table 21: Outcome 4 – Indicators, Baselines and Targets

MTDP Five-Year Priority	Priority 1: Inclusive Growth and Job Creation Priority 3: A Capable, Ethical and Developmental State		
Outcome	Outcome Indicator	Baseline	Five-Year Target
Enhanced Research and Policy role that informs policy development, sector transformation agenda and advocacy	4A Percentage increase in the CBE's advisory role on Built Environment matters.	Current number of advisory reports or papers produced and submitted annually.	Number of advisory reports produced increase to 10 per annum.
	4B Number of legislative reforms proposed annually to advance equitable access, sustainability and community safety in the built environment, based on public consultation and impact assessment.	Current number of legislative reforms proposed.	Five legislative reforms proposed to advance equitable access, sustainability and community safety in the Built Environment, based on public consultation and impact assessment.
	4C Percentage increase in the utilisation of the CBE's Knowledge Hub.	Baseline = current visits to CBE 'publications' website page.	After five years there should be a 50% increase in the number of visits.
	4D Percentage decrease in inconsistencies of policy application across the CBEP.	Current variance in policy application as reported by an initial audit.	Achieve less than 20% variance in policy application across councils.
	4E Voluntary Associations Recognition Consistency: Proportion of CBEP frameworks for recognising VAs that meet or exceed the approved CBE criteria, as reflected in annual compliance reviews.	The initial benchmark will be set at 0 of the CBEP framework for recognizing VAs that meet or exceed the approved CBE criteria, as reflected in annual compliance reviews.	All CBEP meet CBE's criteria in recognition of VAs.

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

For Outcome 4, the CBE plans to enhance its role in research and policy advocacy. The performance will focus on conducting comprehensive research to inform policy development in the Built Environment sector. This will involve collaborating with academic institutions and industry experts to ensure that research is relevant and impactful.

Research topics will focus on issues raised by CBEP and BE professionals, current issues in the media and raised by other stakeholders; governance of the Built Environment issues locally and internationally. This will also include the analysis of existing and proposed government policies and legislation relevant to the Built Environment. The outcomes of this will include advisory notes, policy briefs, information sessions etc.

Another key area of performance is policy advocacy. The CBE will actively engage in discussions and initiatives to influence policy making, ensuring that the research findings are translated into practical and effective policies. This will include regular interactions with government bodies and other key stakeholders.

To ensure policy consistency between the CBEP, the CBE will develop and regularly update a policy/responsibility framework to ensure consistent policy application across CBEP. This includes conducting annual reviews and reporting on policy consistency between the councils. This ensures that the CBE meets its mandates 4(o) for consistent policy application across the Built Environment and 4(u) which involves considering proposals from councils regarding policy determination.

The CBE also aims to drive transformation in the Built Environment sector. This will involve initiatives to promote diversity, inclusivity, and sustainable practices within the sector. The CBE will work towards raising awareness and fostering a culture that values innovation and ethical practices.

Finally, the CBE will also work towards improved management of Built Environment knowledge, ensuring that the CBE is seen as a central role player in creating, collecting and distributing knowledge on BE issues.

This outcome responds to the following legislative requirements of the CBE Act:

3b) *promote and maintain a sustainable built environment and natural environment;*

4a) *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;*

4b) 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;

4d) 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;

4f) 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;

4g) comment, if necessary, on all proposed legislation impacting on health and safety in the built environment;

4k) 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;

4l) 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;

4o) ensure the consistent application of policy throughout the built environment by encouraging coordination between the councils for the professions;

4.4 Rationale

The Built Environment sector is constantly evolving, influenced by technological advancements, societal needs, and environmental considerations. Robust research and effective policy advocacy are crucial for staying ahead of these changes. By focusing on these areas, the CBE aims to ensure that policies and practices in the Built Environment are informed by the latest knowledge and are responsive to current and future challenges. Furthermore, advocating for transformation within the sector is essential to promote diversity, sustainability, and ethical practices, aligning the industry with broader social and environmental goals. In addition, one of the key legislative responsibilities of the CBE is to ensure policy consistency across the CBEP.

4.5 Key Interventions and Outputs

Table 22: Outcome 4 Interventions and Outputs

Intervention	Outputs
1. Research and development of reports and advisory notes on BE issues locally and internationally.	Issue at least four briefs on emerging issues of relevance to the BE sector per year.
2. Monitoring existing and emerging legislation impacting the Built Environment.	Annual reporting on legislation impacting on the Built Environment, including analysis of any new/proposed legislation.
3. Manage, update, and disseminate essential knowledge on the Built Environment.	Establish electronic library on CBE's website, updated with new material quarterly.
4. Policy review to ensure policy consistency across CBEP. This will include the development of a policy/responsibility framework and ongoing review of policies.	- Policy and responsibility framework and - Annual report on policy consistency between the councils.
5. Receive and approve framework from CBEP for recognising VA's and oversee and monitor CBEP practices in this regard.	Annual report on CBEP's frameworks for recognising VA's and progress in this regard.

4.6 Enablers to Achieve the Five-Year Targets

- Collaboration with academic institutions, industry experts, and government bodies
- The CBE must be able to secure and allocate sufficient funding for research
- Effective communication platforms to disseminate research findings and policy recommendations
- The CBE must ensure it has a team with expertise in research methodologies and policy analysis to lead and guide research
- Clear and efficient communication channels between the CBE, the CBEP, and other stakeholders

4.7 Key Risks

Table 23: Outcome 4 Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
3b) promote and maintain a sustainable built environment and natural environment; 4a) 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; 4b) 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; 4d) 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; 4f) 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; 4g) comment, if necessary, on all proposed legislation impacting on health and safety in the built environment; 4l) 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; 4k) ensure the consistent application of policy by the councils; 4o) ensure the consistent application of policy throughout the built environment by encouraging coordination between the councils for the professions;	Outcome 4: Enhanced Research and Policy role that informs policy development, sector transformation agenda and advocacy	• The CBE fails to undertake sufficient and focused research on BE issues • The CBE has no input on legislation and policy related to the BE • The CBE is not seen as a key player in BE knowledge • The CBE fails to play a role in coordinating and engaging role players • The CBE fails to get information from the CBEP's on their policy, or fails to get CBEP to align their policy	• Ensure comprehensive and continuous research on current and emerging issues in the Built Environment, involving stakeholders for diverse insight • The CBE monitors and analyses BE policy and legislation environment • The CBE develops and maintains an electronic library of BE research. • The CBE is a key player in stakeholder engagement around BE issues • Unified policy framework which is consistently applied across the CBEP.

4.8 Public Entities

Not Applicable

5. OUTCOME 5: ENHANCING THE CBE’S REPUTATION AND PUBLIC ENGAGEMENT

5.1 Impact Statement

Addressing the image of the CBE and the Built Environment Professions through communication, awareness strategies and marketing initiatives.

5.2 Indicators, Baselines and Targets

Table 24: Outcome 5 – Indicators, Baselines and Targets

MTDP Five-Year Priority	Priority 3: A capable, ethical and developmental State		
Outcome	Outcome Indicator	Baseline	Five-Year Target
Enhancing CBE's Reputation and Public Engagement.	5A Year-on-year percentage increase in stakeholder engagement.	No baseline In year 1, baseline will be measured through social media metrics/email campaign data / media coverage CBE to indicate which is best to measure.	Year-on-year increase of 10%.

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

Under Outcome 5, the CBE’s performance will focus on improving its reputation and strengthening its engagement with the public and stakeholders.

A comprehensive communications strategy will be developed and implemented, encompassing media engagement, brand management, and informative content creation. A key component of this will be a stakeholder engagement framework.

The CBE will work on enhancing its digital presence and establishing consistent messaging across all platforms. This includes managing social media channels effectively and ensuring the CBE’s website is informative and user-friendly.

Stakeholder dialogue will be a crucial aspect of performance. The CBE plans to engage with various stakeholders through forums, and collaborative projects, aiming to build strong relationships and enhance the public’s perception of the CBE’s values and mission.

5.4 Rationale

The perception of the CBE by the public and stakeholders is fundamental to its effectiveness and legitimacy. A strong, positive reputation facilitates better stakeholder engagement, cooperation, and support for CBE initiatives. Implementing a comprehensive communications strategy will help in clearly conveying the CBE’s mission, values, and achievements, thereby enhancing its image and credibility. Active public engagement is also critical for building trust and ensuring that the CBE’s activities are aligned with public expectations and needs.

5.5 Key Interventions and Outputs

Table 25: Outcome 5 Interventions and Outputs

Intervention	Outputs
<i>Communications strategy.</i>	<i>A comprehensive stakeholder engagement framework, media, communications and branding strategy that enhances visibility and establishes consistent messaging across all platforms.</i>

5.6 Enablers to Achieve the Five-Year Targets

- This output requires the CBE to develop and implement a cohesive strategy that includes digital media, public relations, and stakeholder engagement to enhance the CBE’s image
- Resources allocated for brand management and consistent messaging across platforms
- Systems developed to gather and analyse feedback from stakeholders and use this to update and adjust communication strategy
- Establishing strong media relations and using publicity opportunities to promote the CBE’s mission and achievements

5.7 Key Risks

Table 26: Outcome 5 Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
Promote sound governance of the Built Environment Professions.	Enhancing the CBE's Reputation and Public Engagement.	The CBE fails to communicate with stakeholders in a consistent and relevant manner, perpetuating the low levels of awareness of the CBE.	Multi-faceted communications strategy, designed to focus on the CBE's range of stakeholders

5.8 Public Entities

Not Applicable

6. OUTCOME 6: PROTECT AND PROMOTE PUBLIC INTEREST

6.1 Impact Statement

This outcome will reinforce the CBE's commitment to protecting public interest in the Built Environment, through effective legislative oversight, responsive appeals management, strategic collaboration with the Competition Commission, and proactive ombuds services.

6.2 Indicators, Baselines and Targets

Table 27: Outcome 6 – Indicators, Baselines and Targets

MTDP Five-Year Priority	Priority 3: A Capable, Ethical and Developmental State		
Outcome	Outcome Indicator	Baseline	Five-Year Target
Protect and Promote Public interest.	6A Percentage of appeals decided within 60 days from the day of lodgement.	100% of appeals decided within 60 days of lodgement.	100% of appeals decided within 60 days of lodgement.
	6B Percentage of the six CBEP that demonstrate awareness and adherence to the guidelines developed in partnership with the Competition Commission, as measured through compliance assessments.	Current level of alignment and compliance if this is currently measured – if not, the measurement of this in year 1 should be the baseline	All CBEP comply (100%).
	6C 100% disputes finalised within 90 days of lodgement.	100% disputes finalised within 90 days of lodgement.	100% disputes finalised within 90 days of lodgement.

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

Outcome 6 aims to reinforce the CBE's commitment to protecting the public's interests. Performance will be centred around effective legislative oversight and responsive appeals management. The CBE will establish robust procedures for handling appeals and ensure fair and timely resolutions.

Collaboration and engagement with the Competition Commission will be key. The CBE will develop a framework in partnership with the Commission for identifying work in the Built Environment Professions, ensuring regulatory clarity.

Establishing an operational Ombuds office is another significant aspect. This office will be equipped to handle inquiries and disputes effectively, enhancing the CBE's capacity to address public and stakeholder concerns and promoting accountability and trust in the sector.

This outcome responds to the following legislative requirements of the CBE Act:

3a) *promote and protect the interest of the public in the built environment;*

4m) *act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions;*

4q) *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;*

6.4 Rationale

As a regulatory body, the CBE has a primary responsibility to safeguard public interest in the Built Environment. This involves ensuring that the practices within the sector are ethical, compliant with regulations, and serve the broader societal good. Effective legislative oversight and a responsive appeals process are necessary to maintain high standards and accountability. Collaborating with the Competition Commission and establishing an Ombuds service are steps towards enhancing transparency, fairness, and public trust in the sector.

6.5 Key Interventions and Outputs

Table 28: Outcome 6 Interventions and Outputs

Intervention	Outputs
1. Appeals Process Management.	Establishing robust procedures for handling appeals within the CBE's remit and ensuring timely and just resolutions to appeals brought before the CBE Council.
2. Communications, cooperation and engagement with the Competition Commission.	- A framework and guidelines developed in partnership with the Competition Commission for the identification and delineation of work for the Built Environment Professions. - Reports and communications disseminated to the BE professions outlining this to ensure clarity and awareness of the regulatory landscape.
3. Establish an Ombuds Service to protect public Interests in the Built Environment.	- An operational Ombuds office equipped to manage inquiries and disputes effectively, ensuring timely and fair resolutions. This will include a set of procedures and protocols for dispute resolution, promoting consistency and fairness in handling concerns related to the Built Environment. - Regular reports on the Ombuds service activities.

6.6 Enablers to Achieve the Five-Year Targets

- Ensuring up-to-date and effective legal frameworks and regulations are in place to protect public interest
- Developing clear and accessible procedures for the public to raise concerns and appeals
- Regular interaction with bodies like the Competition Commission to stay aligned with national and sector-specific regulations
- Establishing a well-equipped Ombuds office with trained personnel to handle inquiries and disputes effectively

6.7 Key Risks

Table 29: Outcome 6 Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
3a) <i>promote and protect the interest of the public in the built environment;</i> 4m) <i>act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions;</i> 4 q) <i>liaise with the Competition Commission on behalf of the councils for the professions regarding the identification of work for the built environment professions;</i>	Protect and Promote Public Interest.	• Inefficient appeals management. • Lack of collaboration with the Competition Commission. • Ineffective Ombuds service.	• Ensure that the CBE has a robust and clearly defined procedure for handling appeals. • Continuous communication with the Competition Commission. • Develop and maintain a set of procedures and protocols for the Ombuds service.

6.8 Public Entities

Not Applicable



PART D

TECHNICAL INDICATOR DESCRIPTIONS



1. OUTCOME 1: STRENGTHENING THE ADMINISTRATIVE EXCELLENCE AND FINANCIAL SUSTAINABILITY OF THE CBE

1A	Outcome 1: Strengthening the Administrative Excellence and Financial Sustainability of the CBE
Outcome Indicator Title	1A Percentage increase in process efficiency following the implementation of IT and business architecture enhancements
Definition	A measurement of the increase in process efficiency following the implementation of IT and business architecture enhancements
Source of Data	The CBE records of time taken to undertake specific processes
Method of Calculation/ Assessment	Measure the time taken to complete specific processes before and after the implementation of IT and business architecture improvements. The difference will indicate the increase in efficiency
Assumptions	Implementation of IT improvements and business architecture improvements
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Reduction in time taken to undertake specified processes
Indicator Responsibility	Chief Shared Services Officer

1B	Outcome 1: Strengthening the Administrative Excellence and Financial Sustainability of the CBE
Outcome Indicator Title	1B Percentage reduction in operational costs
Definition	Costs: Percentage decrease in operational costs
Source of Data	Annual Financial Statements, Monthly Management Accounts
Method of Calculation/ Assessment	Costs – Constant year operating costs divided by previous year operating costs, expressed as a percentage
Assumptions	Revenue generation and cost reduction strategy implemented
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Decrease in operational costs
Indicator Responsibility	Chief Financial Officer

1C	Outcome 1: Strengthening the Administrative Excellence and Financial Sustainability of the CBE
Outcome Indicator	Percentage in revenue generated
Definition	Percentage increase in revenue streams
Source of data	Approved Revenue Enhancement Strategy and implementation plan
Method of Calculation/ Assessment	Year revenue divided by previous year's revenue expressed as a percentage
Assumptions	Revenue generation strategy implemented
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Increased revenue streams
Indicator Responsibility	Chief Financial Officer

1D	Outcome 1: Strengthening the Administrative Excellence and Financial Sustainability of the CBE
Outcome Indicator	1D Percentage achievement of the HRDP objectives
Definition	Improvement in employee competency levels post-implementation of the HRDP, as measured by performance appraisals
Source of data	Performance appraisals
Method of Calculation/ Assessment	Establish a baseline for performance with 2024 appraisals and compare post HRDP implementation scores to pre-HRDP scores
Assumptions	HRDP developed and implemented
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Increase in employee performance appraisals
Indicator Responsibility	Chief Shared Services Officer

2. OUTCOME 2: CAPABLE AND DEVELOPMENTAL BUILT ENVIRONMENT SECTOR

2A	Outcome 2: Capable and Developmental Built Environment Sector
Outcome Indicator Title	2A Governance oversight of CBEP
Definition	Percentage of the six CBEP developing and submitting annual reports
Source of Data	The CBE's records of receiving CBEP annual reports
Method of Calculation/ Assessment	Total number of CBEP submitting annual reports divided by the total number of CBEP
Assumptions	Compliance from CBEP
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	All CBEP submit annual reports
Indicator Responsibility	Chief Shared Services Officer

2B	Outcome 2: Capable and Developmental Built Environment Sector
Outcome Indicator Title	2B CBEP' adoption of the CBE's Health and Safety standards
Definition	This indicator measures the degree of adoption by the CBEP' of the Health and Safety standards developed by the CBE
Source of Data	Report on state of compliance on health and safety by the CBE
Method of Calculation/ Assessment	Number of CBEP adopting standards which align to the CBE's divided by total number of CBEP
Assumptions	Health and Safety standards updated/developed
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Increased awareness of health and safety issues relating to the Built Environment by CBEP, and adoption of aligned standards by CBEP
Indicator Responsibility	Executive Head: Programme Management

2C	Outcome 2: Capable and Developmental Built Environment Sector
Outcome Indicator	Number of CBEP aligned with CBE's 13 Concurrent functions frameworks
Definition	The indicator measures the extent to which the various CBEP have adopted and implemented the CBE's framework for concurrent functions. These frameworks typically outline the roles, responsibilities, and standards for different professions within the Built Environment to ensure regulatory compliance. professional development and public safety
Source of Data	CBEP 13 concurrent frameworks
Method of Calculation/ Assessment	(Number of CBEP aligned with CBE's 13 Concurrent functions frameworks)/ (Total number of CBEP)
Assumptions	CBEP frameworks will be aligned to CBE's Concurrent functions frameworks
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	All CBEP aligned with CBE's 13 Concurrent functions frameworks
Indicator Responsibility	Chief Shared Services Officer

2D	Outcome 2: Capable and Developmental Built Environment Sector
Outcome Indicator Title	2D Percentage improvement in stakeholder satisfaction score
Definition	Number of stakeholder engagements conducted, coupled with a qualitative assessment reflecting the effectiveness and constructiveness of these engagements
Source of Data	CBE's records on stakeholder engagements conducted, and feedback from stakeholders after engagements (post-engagement surveys)
Method of Calculation/ Assessment	Count of engagements held, where simple majority of post engagement surveys showed satisfactory or better outcomes.
Assumptions	Stakeholder engagement strategy developed
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Increased number and quality of engagements with stakeholders
Indicator Responsibility	Chief Risk and Strategy Officer

3. OUTCOME 3: SKILLED BUILT ENVIRONMENT PROFESSIONALS

3A	Outcome 3: Skilled Built Environment Professionals
Outcome Indicator Title	3A Percentage increase in the utilisation of student and graduate support services
Definition	Year-on-year percentage increase in the utilisation of student and graduate support services
Source of Data	Count of list of names of people who utilised services of the CBEP and CBE
Method of Calculation/ Assessment	Using 2024 as a baseline, measure utilisation of services on an annual basis and compare to 2024 (Years usage)/ (2024 usage)
Assumptions	Ability to keep a register of utilisation of support services
Desegregation of Beneficiaries	Target for Women: 50% Target for Youth: 70% Target for Persons with Disabilities: 5%
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Annually
Desired Performance	Increased usage of support services
Indicator Responsibility	Executive Head: Programme Management

3B	Outcome 3: Skilled Built Environment Professionals
Outcome Indicator Title	3B Percentage increase in the number of BE educational Institutions adopting new practices in BE education
Definition	Number of engagements held with BE educational role players
Source of Data	The CBE records and minutes from engagements held.
Method of Calculation/ Assessment	Count of number of engagements held
Assumptions	Compliance of BE educational institutions
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Increased number of engagements and broader spread of engagements with BE role players throughout the country
Indicator Responsibility	Executive Head: Programme Management

3C	Outcome 3: Skilled Built Environment Professionals
Outcome Indicator Title	A career development tracking system developed.
Definition	A platform designed to harvest, store, and retrieve data of students, unemployed graduates, candidates and professionals
Source of Data	Implementation plan and systems reports
Method of Calculation/ Assessment	Simple Count
Assumptions	BE students, graduates and candidates will register on the BENL
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	100% implementation of career tracking system
Indicator Responsibility	Executive Head: Programme Management

3D	Outcome 3: Skilled Built Environment Professionals
Outcome Indicator Title	3D Percentage compliance of CBEP with the CBE's oversight accreditation standards
Definition	Percentage of CBEP accreditation processes and outcomes that comply with 70% or more of the CBE's oversight standards and guidelines annually
Source of Data	The CBE's annual review of the CBEP' accreditation processes and outcomes
Method of Calculation/ Assessment	Number of CBEP which comply divided by total number of CBEP
Assumptions	Information available from CBEP The CBE's oversight standards developed
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	All CBEP should comply
Indicator Responsibility	Chief Shared Services Officer

4. OUTCOME 4: ENHANCED RESEARCH AND POLICY ROLE THAT INFORMS POLICY DEVELOPMENT, SECTOR TRANSFORMATION AGENDA AND ADVOCACY

4A	Outcome 4: Enhanced Research and Policy role that informs policy development, sector transformation agenda and advocacy
Outcome Indicator Title	4A Percentage increase in the CBE's advisory role on Built Environment matters
Definition	A measurement of the number of advisory reports developed and submitted to stakeholders
Source of Data	The CBE records of reports submitted
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 Persons 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	Ten advisory recommendations submitted annually to the Built Environment stakeholders
Indicator Responsibility	Executive Head: Programme Management

4B	Outcome 4: Enhanced Research and Policy role that informs policy development, sector transformation agenda and advocacy
Outcome Indicator Title	Number of legislative reforms proposed annually to advance equitable access, sustainability and community safety in the Built Environment , based on public consultation and impact assessment
Definition	This indicator measures the annual count of legislative reforms proposed in promoting equitable access, sustainability and community safety within the Built Environment sector
Source of Data	1. New Built Environment legislation sourced by the CBE from relevant departments 2. The CBE's analysis of the above legislation
Method of Calculation/ Assessment	Simple Count
Assumptions	The CBE must be alert to any new legislation
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Increased number of legislative reforms proposed in promoting equitable access, sustainability and community safety within the Built Environment sector
Indicator Responsibility	Chief Shared Services Officer

4C	Outcome 4: Enhanced Research and Policy role that informs policy development, sector transformation agenda and advocacy
Outcome Indicator Title	4C Percentage increase in the utilisation of the CBE's Knowledge Hub
Definition	Increase in number of unique users visiting the CBE electronic library Note: need to assess if the CBE website is capable of collecting unique users
Source of Data	The CBE web analytics data
Method of Calculation/ Assessment	Using 2024 as a base year, compare each year and assess increase (Users per year)/ (users 2024) Use visits to the CBE web page on publications or policies as a benchmark
Assumptions	Electronic library developed and populated
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	5% year-on-year increase
Indicator Responsibility	Executive Head: Programme Management

4D	Outcome 4: Enhanced Research and Policy role that informs policy development, sector transformation agenda and advocacy
Outcome Indicator Title	4D Percentage decrease in inconsistencies of policy application across the CBEP
Definition	Reduction in the number of policy discrepancies reported annually, demonstrating policy consistency across the six CBEP
Source of Data	The CBE's policy review
Method of Calculation/ Assessment	Number of councils with all policies consistent with the CBE's framework/ total number of CBEP
Assumptions	The CBE development of policy review framework and access to/availability of CBEP policies
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	All CBEP should have an 80% alignment with the CBE policy framework
Indicator Responsibility	Chief Shared Services Officer

4E	Outcome 4: Enhanced Research and Policy role that informs policy development, sector transformation agenda and advocacy
Outcome Indicator Title	4E Proportion of CBEP frameworks for recognising VAs that meet the CBE's approved criteria
Definition	Proportion of CBEP frameworks for recognising voluntary associations that meet or exceed the approved CBE criteria, as reflected in annual compliance reviews
Source of Data	The CBE reviews of CBEP' voluntary association recognition frameworks
Method of Calculation/ Assessment	Number of CBEP which comply/ total number of CBEP
Assumptions	The CBE development of a VA recognition framework
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	All the CBEP meet CBE's criteria in recognition of VA's
Indicator Responsibility	Chief Shared Services Officer

5. OUTCOME 5: ENHANCING THE CBE'S REPUTATION AND PUBLIC ENGAGEMENT

5A	Outcome 5: Enhancing the CBE's Reputation and Public Engagement
Outcome Indicator Title	5A Year-on-year percentage increase in stakeholder engagement
Definition	This indicator measures the annual increase in stakeholder engagement activities over a five-year period
Source of Data	Social Media Metrics: Assessing the number of shares, likes, comments etc. Email Campaign Data: Monitoring open rates, click-through rate Media Coverage: Tracking the amount and type of coverage in digital, print, and broadcast media, and the estimated audience of each piece
Method of Calculation/ Assessment	The number of stakeholder engagement activities compared to the previous year over a five-year period
Assumptions	Communications strategy developed
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	Increased engagement with stakeholders and increased media presence
Indicator Responsibility	Chief Risk and Strategy Officer

6. OUTCOME 6: PROTECT AND PROMOTE PUBLIC INTEREST

6A	Outcome 6: Protect and Promote Public Interest
Outcome Indicator Title	6A Percentage of appeals decided within 60 days from the day of lodgement
Definition	Percentage of appeals lodged with the CBE after aggrievement with CBEP which are decided within 60 days
Source of Data	Appeals register, appeals notice and response
Method of Calculation/ Assessment	Percentage of appeals decided within 60 days of lodging $= (\text{NoC}) \times 100\%$ 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 to conduct appeals
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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 review and decide on appeal within 60 days
Indicator Responsibility	Chief Shared Services Officer

6B	Outcome 6: Protect and Promote Public Interest
Outcome Indicator Title	6B Percentage of the six CBEP that demonstrate awareness and adherence to the guidelines developed in partnership with the Competition Commission, as measured through compliance assessments
Definition	Percentage of the six CBEP that demonstrate awareness and adherence to the guidelines developed in partnership with the Competition Commission, as measured through compliance assessments
Source of Data	The CBE compliance assessments of the CBEP
Method of Calculation/ Assessment	(Number of CBEP that comply)/ (Total number of CBEP)
Assumptions	Sufficient buy-in from the CBEP
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	All CBEP should comply
Indicator Responsibility	Chief Shared Services Officer

6C	Outcome 6: Protect and Promote Public Interest
Outcome indicator Title	6C Number of disputes heard and finalised within 90 days from the date of lodgement
Definition	Number of cases heard and dispensed with by ombud per year
Source of Data	Ombud register of disputes, ombud finding reports
Method of Calculation/ Assessment	Count of number of disputes dealt with by ombud per year
Assumptions	Ombuds service established and funded
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons 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	All complaints received from the public finalised within 90 days from the date of lodgement
Indicator Responsibility	Chief Shared Services Officer

ANNEXURES

C | B | E

COUNCIL
FOR THE BUILT
ENVIRONMENT

LEGISLATION COMPLIANCE CHECKLIST

Section of the CBE Act	Objectives	Outcome
3a)	<i>promote and protect the interest of the public in the built environment;</i>	6
3b)	<i>promote and maintain a sustainable built environment and natural environment;</i>	2.3 and 4
3c)	<i>promote ongoing human resources development in the built environment;</i>	3
3d)	<i>facilitate participation by the built environment professions in integrated development in the context of national goals;</i>	2.3
3e)	<i>promote appropriate standards of health, safety and environmental protection within the built environment;</i>	2.2
3f)	<i>promote sound governance of the built environment professions;</i>	2.1
3g)	<i>promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic;</i>	3
3h)	<i>serve as a forum where the built environment professions can discuss relevant -</i> <i>(i) required qualifications;</i> <i>(ii) standards of education;</i> <i>(iii) training and competence;</i> <i>(iv) promotion of professional status; and</i> <i>(v) legislation impacting on the built environment;</i>	2.3
Section of the CBE Act	Functions, Powers and Duties	Outcome
4a)	<i>advise Government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary;</i>	4
4b)	<i>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;</i>	4
4c)	<i>make recommendations to the Minister on the composition, functions, assets, rights, employees or financing of the council;</i>	1
4d)	<i>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;</i>	1
4e)	<i>facilitate inter-ministerial co-operation concerning issues relating to the built environment;</i>	2
4f)	<i>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;</i>	2.3 and 4
4g)	<i>comment, if necessary, on all proposed legislation impacting on health and safety in the built environment;</i>	4

Section of the CBE Act	Objectives	Outcome
4h)	<i>direct communication from the Minister or the relevant Minister to the councils for the professions;</i>	2.1
4i)	<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;</i>	2.2
4j)	<i>coordinate the establishment of mechanisms for professionals to gain international recognition;</i>	3
4k)	<i>ensure the consistent application of policy by the councils for the professions with regard to –</i> <i>i. accreditation;</i> <i>ii. the registration of different categories of registered persons;</i> <i>iii. key elements of competence testing of registered persons;</i> <i>iv. codes of conduct to be prescribed by the councils for the professions;</i> <i>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;</i> <i>vi. standards of health, safety and environmental protection within the built environment;</i> <i>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;</i>	2.1
4l)	<i>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;</i>	4
4m)	<i>act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions;</i>	6
4n)	<i>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);</i>	3
4o)	<i>ensure the consistent application of policy throughout the built environment by encouraging coordination between the councils for the professions;</i>	2.1 and 2.2
4p)	<i>promote coordination between the Council on Higher Education and the councils for the professions in relation to the accreditation of education institutions;</i>	3
4q)	<i>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;</i>	6
4r)	<i>review fees published by the councils for the professions to ensure the consistent application of the principles regarding such fees;</i>	2.1

Section of the CBE Act	Objectives	Outcome
4s)	<i>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;</i>	1
4t)	<i>institute legal proceedings to recover all outstanding membership fees payable under this Act;</i>	1
4u)	<i>consider proposals from the councils for the professions with regard to the determination of policy contemplated in paragraph (k);</i>	2.1
4v)	<i>receive and assimilate the annual reports of the councils for the professions and submit a summary to the Minister;</i>	2.1
4w)	<i>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;</i>	1
4x)	<i>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;</i>	1
4y)	<i>perform such functions as may be prescribed; and</i>	1
4z)	<i>generally, do all such things as the council deems necessary or expedient to achieve the objectives of this Act.</i>	1

NOTES



STRATEGIC PLAN

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