



COUNCIL FOR THE BUILT ENVIRONMENT
STRATEGIC PLAN
FINANCIAL YEARS 2015 - 2020



COUNCIL FOR THE BUILT ENVIRONMENT

For a Better Built Environment



STRATEGIC PLAN FINANCIAL YEARS 2015 - 2020

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Acronyms and Definitions used in the Plan:

Act	The CBE Act
APP	Annual Performance Plan
AG	Auditor-General
ARC	Audit and Risk Committee
BE	Built Environment
BEMC	Built Environment Matters Committee
BEP/s	Built Environment Profession/als
BEPC/s	Built Environment Professional Council/s
CBE	Council for the Built Environment
CHE	Council for Higher Education
cidb	Construction Industry Development Board
COGTA	Department of Cooperative Governance and Traditional Affairs
Council	The appointed members of the Council of the CBE
CPD	Continuous Professional Development
DHET	Department of Higher Education and Training
DPW	Department of Public Works
EPWP	Expanded Public Works Programme
FHLC	Finance, Human Resources and Legal Committee
GDP	Gross Domestic Product
IDoW	Identification of Work
IDMS	Infrastructure Delivery Management System
ILO	International Labour Organization
IMF	International Monetary Fund
The Minister	Minister of the Department of Public Works
MinMec	Minister's and MECs meeting
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
OSD	Occupational Specific Dispensation
PICC	Presidential Infrastructure Coordinating Commission
PFMA	Public Finance Management Act, 1999 (Act 1 of 1999)
PMTE	Property Management Trading Entity
QCTO	Quality Council for Trades and Occupations
RPL	Recognition of Prior Learning
SOE	State Owned Entities
SIPs	Strategic Integrated Projects
SIPDM	Standard for Infrastructure Procurement and Delivery Management
SONA	State of the Nation Address

Programme 1: Government Policies and Priorities

Programme 2: Skills for Infrastructure Delivery

Programme 3: BE Research, Information and Advisory

Programme 4: Regulation and Oversight of six BEPCs

Message from the Minister of Public Works

South Africa still faces a number of socio-economic challenges such as unemployment, poverty and inequality. The growing consensus is that the state ought to play a more direct role in the economy, particularly under the current global economic climate characterised by high uncertainty and low levels of economic growth.

Built Environment Professionals are key in driving infrastructure investment through their skills and competence in the planning, design, procurement, construction, maintenance and decommissioning of infrastructure. There is also a deeper dimension to the built environment and its relation to development. The built environment spaces and objects created by built environment professionals is the innermost mediator of the cultural, psychological and spiritual aspirations of a people and is the core determinant within the contemporary understanding of development, which looks beyond meeting the material needs of a people to address their higher order needs of self-actualisation, psychological wellness and spiritual meaning.

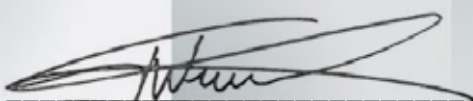
Furthermore, the design of infrastructure needs to be not only fit for purpose, but it must also contribute to sustainable development. On the infrastructure procurement side, there needs to be a fair, equitable, transparent, competitive and cost effective procurement regime that promotes sustainable development objectives. These include enhancing urban environments for human well-being (both physical and psychological) and minimising costs of procurement as well as harmful side effects on the environment. It must also subscribe to sustainability by encouraging the use of sound construction materials and promoting construction technologies and methodologies that increase employment and contribute to the alleviation of poverty.

While the built environment and construction sector in general responds to these important policy priorities, there are still major transformation challenges that need to be addressed. The built environment professions in general remain untransformed and the participation of previously disadvantaged groups within the professions remains disturbingly low. This is an area the Department of Public Works will pay attention to over the medium term. The CBE, in working together with its key role players (the Professional Councils) is also expected to play a central role in determining and developing a strategy and transformation path for the built environment professions.

Linked to the issues of transformation, is the broader priority of skills development and access to the built environment professions by individuals from the previously disadvantaged backgrounds. In partnership with the Department of Basic Education and the Department of Higher Education and other entities, the CBE under the guidance of the Department of Public Works will drive the implementation of skills development initiatives with the ultimate goal of improving representation of all racial groups within the built environment professions.

Over the medium term, the Department of Public Works will also prioritise the review of the Legislative and Regulatory arrangements within the built environment, with the aim of strengthening governance and institutional arrangements within the sector. More importantly, it will strive to ensure that the built environment professions continue to play a meaningful role in the developmental objectives of the State, and priorities of the Department of Public Works, in particular.

I have full confidence in the CBE Council in implementing this Strategic Plan, and in providing wisdom to serve the interests and aspirations of the South African public within the built environment. As the Executive Authority, I therefore take this opportunity to endorse this Strategic Plan and provide assurance that I am committed to oversee its implementation.



Honourable Thembelani Nxesi (MP)
Minister of Public Works

South Africa has embarked on a developmental approach that strategically positions the built environment as a key driver of development. The CBE Council has taken a new direction in its strategic planning, intended to make the CBE a relevant leader in the built environment.


Transformation remains one of the key challenges facing the Built Environment Professions and remains one of the priority areas for the CBE Council. We realise that the status of a non-transformed sector not only affect us as CBE, but it is an issue of concern to the nation. The CBE Council commits to driving the transformation agenda within the built environment for a better future for our country.

In ensuring execution of the CBE's mandate, the Council will ensure that requisite capacity is in place within the organisation and ensure that our stakeholders participate effectively and contribute to the realisation of our goals. The current challenges and opportunities presented by the sector offer the CBE an opportunity to implement its mandate effectively by supporting government and our key stakeholders actively through advice on issues pertaining to the built environment.

The CBE, as a regulatory body, has a bigger role to play particularly in ensuring that the regulatory instruments designed to protect and advance the interests of the public in the Built Environment, are functional, sound and applied consistently across the sector. In this regard, the CBE will work closely with Government and all its key stakeholders to ensure the effectiveness of this role.

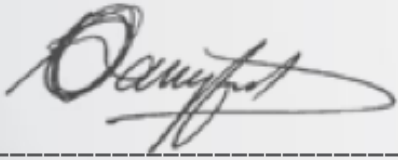
This Strategic Plan has been developed by the Council for the Built Environment, under the guidance of the Accounting Authority. It takes into account all relevant legislation, policies and mandates for which the Council for the Built Environment is responsible.

This Strategic Plan reflects the strategic outcome-oriented goals and objectives accurately, which the CBE will endeavour to achieve given the resources are made available over the five year period between 2015 and 2020.

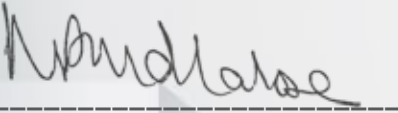


Isaac Mzumara Nkosi
Chairperson: CBE Council

Official Sign-Off



Chief Financial Officer

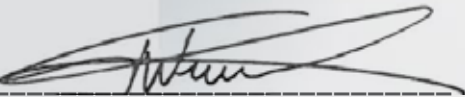


Chief Executive Officer



Chairperson: CBE Council

Approved by:



Honourable Thembelani Nxesi (MP)
Minister of Public Works

The 2014 - 19 Medium Term Strategic Framework document of Government, the Strategic Plan of the Department of Public Works and the legislative mandate embodied in the CBE Act of 2000, all provide a foundation for the CBE's Strategic Plan for the years 2015 -20.

The CBE has aligned its programmes and delivery agenda to be responsive to Government priorities within the built environment, which include supporting Government's infrastructure roll out programme, mainly through skills development, health and safety in construction, environmental sustainability as well as employment creation goals.

Transformation within the Built Environment Professions continues to be a challenge and an enormous task for the CBE. Transformation requires a concerted effort from the entire built environment community. The CBE will continue to facilitate collective efforts towards developing and getting consensus on the transformation agenda and stakeholder mobilisation. The CBE is certain that through support from the Department of Public Works, and participation of Built Environment Professional Councils and other stakeholders, it will accelerate the momentum towards a demographically representative built environment, the professional capacity of the public sector is enhanced and the public has access to information on the built environment.

The CBE will also intensify its work on research and knowledge management in order to influence and support development planning and policymaking in the built environment. These efforts channel South Africa's built environment to address the higher and lower order needs of its citizens and their environment, and will continue to engage with various key stakeholders to ensure effective regulation and development of the built environment professional space.

The CBE's role as an appeal body on matters of law regulating the built environment professions and other regulatory and legislative functions, will gain momentum in the next five years.



Priscilla Mdlalose (Ms)
Acting Chief Executive Officer



TRANSFORMATION OF THE BUILT ENVIRONMENT PROFESSIONS

Ms Gugu Mazibuko
CEO, CBE

22 October 2014

For a better built environment

PART A: STRATEGIC OVERVIEW

1. Purpose and Values of the CBE

Vision

An environment built to sustainably meet people's needs and aspirations.

Mission

To be a responsive, relevant advisor and implementer of government priorities in the built environment, and to lead and support ongoing transformation, development and regulation of the built environment professions.

Values

The following values are the principles that bind and guide the CBE in executing its mandate and meeting its strategic goals:

- **Integrity**
 - We will carry out our responsibility in a manner that will preserve and enhance the integrity of the organisation.
- **Transparency**
 - We recognise the CBE as a public entity and commit to providing reliable information to all our stakeholders.
- **Excellence**
 - We will endeavour to achieve the best possible standards in all we do.
- **Innovation**
 - We will continuously seek and employ better and more affordable solutions to meet the needs of our stakeholders and end-users.

Revisions to Legislative and other Mandates

1.1 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.

1.2 Legislative Mandates

The scope of the CBE and Professional Councils in the built environment value chain is to regulate those Built Environment Professions (BEPs) who conceptualise, design, build, maintain and transfer social and economic infrastructure. The CBE executes its mandate derived from the CBE Act 43 of 2000, whilst also being mindful of the following legislations, regulations and policies:

Short Title of The Act	Purpose of the Act
Constitution of the Republic of South Africa, 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, 2011	To promote a fair, accessible and sustainable marketplace for the consumer.
Construction Industry Development Board Act, 2000	To provide for the establishment of the Construction Industry Development Board; and matters incidental thereto.
Council for the Built Environment Act, 2000	To provide for the establishment of the Council For the Built Environment and matters incidental thereto.
Architectural Profession Act, 2000	To provide for the establishment of the Council for the Architectural Profession and matters incidental thereto.
Landscape Architectural Professional Act, 2000	To provide for the establishment of the Council for the Landscape Architectural Profession and matters incidental thereto.
Engineering Profession of South Africa, 2000	To provide for the establishment of the Council for the Engineering Profession and matters incidental thereto.
Project and Construction Management Profession Act, 2000	To provide for the establishment of the Council for the Project and Construction Management Profession and matters incidental thereto.
Quantity Surveying Profession Act, 2000	To provide for the establishment of the Council for the Quantity Surveying Profession and matters incidental thereto.
Property Valuers Profession Act, 2000	To provide for the establishment of the Council for the Property Valuation Profession and matters incidental thereto.
Public Finance Management Act, 1999	To regulate financial management and to ensure that all revenue, expenditure, assets and liabilities of Government departments or entities are managed efficiently and effectively.
Skills Development Act, 1998	To govern training, education and skills development in the workplace.
Employment Equity Act, 1998	Applies to all employers and workers and protects workers and job seekers from unfair discrimination, and provides a framework for implementing affirmative action.
Promotion of Administrative Justice Act, 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.

Short Title of The Act	Purpose of the Act
Promotion of Access to Information Act, 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; and (b) enable the enhancement of services using geographic data
Occupational Health and Safety Act, 1993	The Occupational Health and Safety Act aims to provide for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work and to establish an advisory Council for occupational health and safety.
National Treasury Regulations	These regulations are issued on a regular basis by National Treasury and are applicable to all public entities as listed on Schedules 2, 3B and 3D. These regulations are also applicable to public entities listed on Schedules 3A and 3C until 31 March 2001.
National Archives of South Africa Act, 1996	Provides for the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage.
Construction Charter	Provides a framework for the construction sector to address BBBEE, enhance capacity and increase productivity in the sector to meet world best practice.
Property Charter	Promotes the BBBEE Act as these relate to the property sector.

Table 1: Legislative Mandates

1.3 Policy Mandates

The following delegations of authority are implemented within CBE and have been reviewed accordingly by the fourth term CBE Council:

- Procurement delegations;
- Financial delegations;
- Legal and contracting delegations; and
- Human Resource Management delegations.

1.4 Relevant Court Rulings

No court rulings are applicable.

2. Situational Analysis

The 2014 Medium Term Budget Policy Statement (MTBPS) sets the broad macro-economic environment of the country which will have an impact firstly on the resourcing of the CBE, and secondly set the policy priorities of government through trade-offs that will be enforced by the macro-economic environment.

The 2014 MTBPS signals a shift in fiscal policy. Government proposes a series of measures to reduce the budget deficit and stabilise public debt. These steps are necessary to ensure the sustainability of South Africa's most important public spending programmes in a weaker economic environment. The squeezed fiscal space of government has directly influenced the CBE through proposed reductions in medium term budget allocations. For the three fiscal

years of 2015/16, 2016/17 and 2017/18, the CBE budget has been reduced by R5 924 million made up of R2 297 million reduction in 2015/16, R3 225 million reduction in 2016/17 and R402,000 in 2017/18. This reduced fiscal envelop will therefore compel the CBE to make strategic decisions accordingly and prioritise projects and initiatives that it can undertake in the medium-term to 2018/19.

The 2014 MTBPS also identifies the policy priorities of government. It states that Government's 2014-19 Medium Term Strategic Framework (MTSF) provides a roadmap to address these challenges. It is the first five-year policy framework designed in synch with the 2030 vision of the National Development Plan (NDP). The 2014-19 MTSF aims to improve policy coherence, alignment and coordination across government. It highlights the need for partnerships between a capable developmental state, a thriving business sector and a strong civil society. It identifies employment, education and enhancing the capacity of the state as core policy objectives. These core policy objectives provide the key areas in which the CBE will anchor its effort and activities. The MTSF priorities over the period ahead, as identified in the MTBPS, and aligned to the CBE mandate, include the following:

- Building the capacity of the public sector, particularly at local government level through the "back-to-basics" approach, focused on improving service delivery, accountability and financial management; and
- Improving the quality of the education system, starting with greater attention to human resources management and annual assessment of learners to benchmark progress.

The above policy priorities will therefore see these key priorities for the CBE in the medium-term:

- Ensuring that Built Environment (BE) academic programmes curricula addresses issues of Labour Intensive Construction, implementation of the Infrastructure Delivery Management System (IDMS), Sustainable Development and Health and Safety;
- Promotion of high demand skills for Strategic Infrastructure Projects (SIPs);
- Stepping up mechanisms, programmes, projects and interventions to drive transformation and ensuring adequate representation of women and black people within the BE through the CBE Transformation Model;
- Maths and Science support programme to reach learners in grade 8 to 12 by 2018;
- Establishing a structured candidacy programme for candidates and interns to address bottlenecks in the skills pipeline;
- Supporting workplace training of BE graduates/candidates and interns to bolster competencies and to promote professional registration;
- Strengthening the technical capacity of local, provincial and national government;
- Aligning the policy planning and reporting processes of Built Environment Professional Councils (BEPCs) to the government's planning cycles and the government's priorities;
- Strengthening monitoring and regulatory work on delegated public functions of the BEPCs; and
- Enhancing internal systems, controls and capabilities to allow the organisation to deliver on its mandate and strategic goals.

2.1 External Environment

2.1.1 Economic Trends and Outlook

The economic state of the nation, as outlined by Finance Minister Nhlanhla Nene in his 2015 MTBPS Speech, is that "growth is considerably lower in our economy than we projected in February. This is in part a consequence of the global slowdown, but it also reflects our energy constraint and structural weaknesses in our economy". This might have a negative influence on the CBE funding from National Treasury, which could also mean a shrinking capacity to undertake projects outlined in its Strategic Plan. The shrinking economy might affect the industry which absorbs CBE's candidates and interns for skills development initiatives.

Rural–urban migration has a negative socio-economic impact on small towns due to skills leaving these areas and more infrastructural demands on cities. CBE has to work closely with smaller municipalities on their skills development programmes to support their mandate to deliver on infrastructural projects. Government proposes to allocate R313 billion to capital spending and housing over the MTEF period, with about R165 billion allocated for community infrastructure. Another R229 billion will be transferred to municipalities for infrastructure projects. This creates an opportunity for CBE's skills development initiatives to support municipalities' candidacy programmes for scarce skills.

The Minister of Finance echoed the need to strengthen the education and training capacity to meet the new skills requirements, resulting in more pressure on Government to allocate funds to support this demand to increase the scarce skills. The challenge lies in the MTBPS' projection that the South African economy will grow at about 1.5% this year, rising marginally to 1.7% next year. This is considerably lower than at the time of the February budget, when a 2% growth was envisaged for 2015, and 2.4% growth for 2016. The International Monetary Fund (IMF) also projects a decline in growth during next year.

The projection is that debt will rise by a further R600 billion over the next three years, while stabilising as a percentage of Gross Domestic Product (GDP). This is creating a demand on the CBE to deliver on its Annual Performance Programme (APP) targets within economic challenging times.

2.1.2 Transformation Agenda

Transformation remains a key challenge facing the BEPs and a priority area for the CBE. The CBE realises that the status of the sector not being transformed does not only affect the CBE, but it is also an issue of concern to the nation. To this end, the CBE has developed a Transformation Model to address the imbalances of the past. The model is aimed at increasing the throughput of professionals in the BE, whilst transforming the membership base to reflect the country's population demographics in terms of race and gender. This model will not succeed without the support of BEPCs and education institutions, therefore all critical role players in the BE industry will be engaged further in implementing it. The DPW Human Capital Investment Unit has embraced the model, using it widely to support schools and university BE students. The CBE, together with BEPCs, has embarked on a number of projects that should assist in addressing this challenge; however, the success of the initiatives is largely constrained by funding.

2.2 Internal Environment

The internal environment of the CBE for 2016/17 financial year is underpinned by the strategic direction provided by the Minister in his Five Year Policy Statement and Vision of the CBE Council.

2.2.1 Performance Environment

The development of the 2015-2020 Strategic Plan coincided with two key strategic developments for the CBE, i.e. the start of a new fourth term Council of the CBE and the first year of the implementation of the new 2014-19 MTSF after South Africa's fifth democratic elections. Both of these developments afford the CBE the opportunity to sustain its strategic direction to align the CBE to government priorities effectively, as contained in the following 14 Outcomes of the MTSF.

The outcomes targeted in the MTSF are:

1. Quality basic education
2. A long and healthy life for all South Africans
3. All people in South Africa free and feel safe
4. Decent employment through inclusive growth



5. A skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable, sustainable rural communities contributing to food security for all
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable, effective and efficient local government
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa, and contribute to a better Africa and a better world
12. An efficient, effective and development-oriented public service
13. A comprehensive, responsive and sustainable social protection system
14. A diverse, socially cohesive society with a common national identity

The Department of Public Works (DPW), which is the Executive Authority of the CBE, contributes directly to outcomes 4, 6, 7 and 12; and indirectly to outcomes 1, 5, 8, 10 and 14 as identified in Honourable Minister Nxesi's Five Year Policy Statement and Vision for the period 2014-2019. These have an impact on the strategic programmes and projects of the CBE, within its legislative mandate, going forward.

The CBE views the period between 2015 and 2020 as the time to consolidate and position BEPs as important contributors to the development priorities of the State in support of the 14 outcomes of government, and those outcomes to which DPW has a direct and indirect contribution.

The tenure of the fourth term Council affords the CBE an opportunity to prepare a five year Strategic Plan that will guide the discharge of its programmes, in line with its mandate, government priorities and outcomes, the Minister's Five Policy statement, and the Ministerial directive to the fourth Term Council during its inauguration on 05 September 2014.

2.2.2 Organisational Environment

The CBE's APP deliverables are its main tools to deliver on its Strategic Plan. Therefore, it reviews its capacity requirements constantly against its APP deliverables. Aligned to this, the CBE has identified the key risks that might have impact on the effective operation of the organisation to achieve its mandate, and has developed strategies accordingly to mitigate the identified risks.

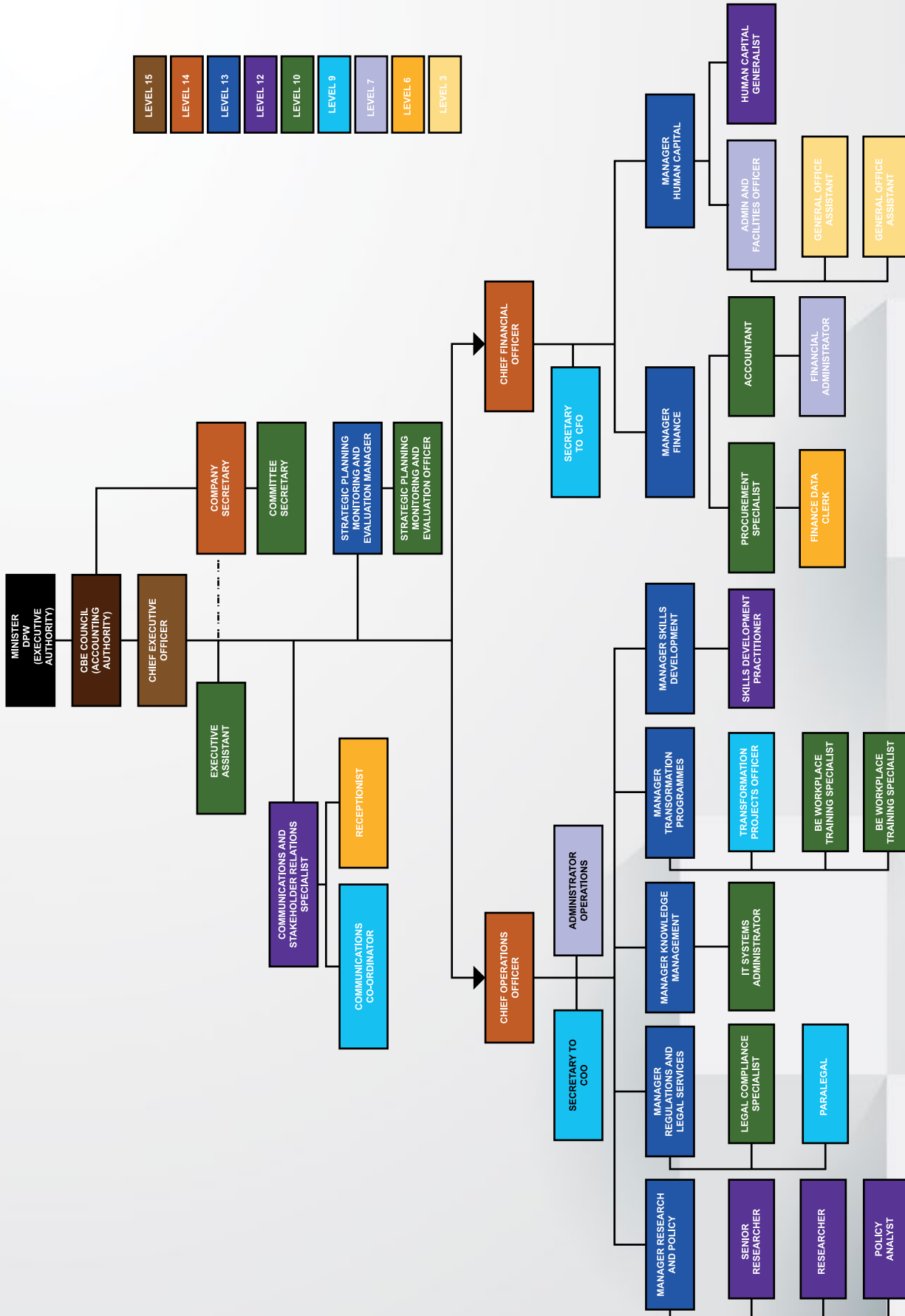
The CBE fully recognises that the changing international and domestic economic environment, including Government's policy priorities, all have direct implications on the organisational environment. The CBE will keep abreast of these, and will make the necessary changes to its capacity requirements to remain relevant and focused on delivering with value. In its ongoing effort to be more responsive to Government priorities and deliver on its Strategic Plan and APP programmes, the CBE has revised its organisational structure. It will also supplement its capacity requirements through hiring fixed term appointments, contracted for specific projects and deliverables.

Notable additions that will be included in the CBE structure over the period ahead are:

- Transformation Manager;
- Company Secretary;
- Knowledge Management and IT Manager; and
- Communications and Stakeholder Relations Specialist.

The attraction and retention of the right skills is an area in which the CBE intends to remain vigilant. An attraction and retention plan should be developed to address issues of succession planning, career-path, remuneration, reward and engagement strategies. A review of the current organisational structure was deemed strategic.

CBE ORGANISATIONAL STRUCTURE 2015-2020



- LEVEL 15
- LEVEL 14
- LEVEL 13
- LEVEL 12
- LEVEL 10
- LEVEL 9
- LEVEL 7
- LEVEL 6
- LEVEL 3

2.3 Description of the Strategic Planning Process

This Strategic Plan is informed by the strategic planning session held at the CBE offices on 09 and 10 October 2014. A number of members of the CBE Council, the CBE Senior Executives as well as officials from the DPW attended the session.

The process for the Strategic Planning session started by looking at the strategic planning processes in Government and the DPW, the Minister's Five Year Policy Statement, the Minister's directives to the fourth term Council, the mandate and functions of the CBE, the CBE Transformation Model, the current Strategic Plan and 2014/15 APP.

The discussions were guided by PERSTEL (political, economic, regulatory, social, technological, ecological, legal) factors and a SWOT (strengths, weaknesses, opportunities, threats) analysis to unpack the strategic operating environment of the CBE.

The next discussion looked at the legislative mandate of the CBE and the six BEPCs.

The bulk of the discussions then moved to identifying the MTSF outcomes for 2014-19, in line with Government's outcomes based planning approach, which the CBE responds to, directly or indirectly.

The strategic sessions' initial responses and recommendations were then categorised into the following six initial themes:

- a. Capacity and Capability of the CBE
- b. Stakeholder Management
- c. Built Environment Policy and Advisory
- d. Transformation
- e. Research and Information
- f. Legislative and Regulatory

The deliberations on the six identified themes were later synthesised and categorised into internal and external focus areas.

Internally focussed themes

Internal focussed themes are enablers that are in direct control of the CBE and have some existing functions within the organisation. However, in their internal focus, they cannot form the strategic outcome orientated goals, which respond to the outcomes and impact of the organisation.

The following two themes were identified as internally focussed:

1. Capacity and capability of the CBE (capacity and resources issues); and
2. Stakeholder Management (communications and stakeholder management issues).

Externally focussed themes

Externally focussed themes are outward looking and respond to the organisation's outputs within its mandate, linked to Government's priorities. Four themes were identified to form the basis for the Strategic Orientated Outcome Goals of the CBE, as follows:

1. Built Environment Policy and Advisory (A BE that is responsive to the developmental and economic priorities of Government);
2. Transformation (A transformed BE with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery needs);
3. Research and Information (An optimally functioning BE with a responsive and relevant policy and legislative framework based on informed and researched positions); and
4. Legislative and Regulatory BEPs that operate within a regulated policy and legislative framework.

3. Strategic Outcome-Oriented Goals of the CBE

The four Strategic Outcome Orientated Goals from the synthesis of external focus issues identified at the strategic planning session were:

Strategic Goal 1	A BE that is responsive to the developmental and economic priorities of Government.
Goal statement	A BE that is aligned with environmental and health and safety legislation and contributes to service delivery, job creation, poverty alleviation and economic development.
Link to national outcome(s)	<ul style="list-style-type: none"> • Outcome 4: Decent employment through inclusive economic growth • Outcome 6: An efficient, competitive and responsive economic infrastructure network • Outcome 10: Protect and enhance our environmental assets and natural resources • Outcome 9: Responsive, accountable, effective and efficient local government
Strategic Goal 2	A transformed BE with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.
Goal statement	A well-functioning BE skills pipeline that is demographically and gender representative and supports national infrastructure delivery.
Link to national outcome(s)	<ul style="list-style-type: none"> • Outcome 1: Quality basic education • Outcome 4: Decent employment through inclusive economic growth • Outcome 5: Skilled and capable workforce • Outcome 6: An efficient, competitive and responsive economic infrastructure network • Outcome 14: Transforming society and uniting the country
Strategic Goal 3	An optimally functioning BE with a responsive and relevant policy and legislative framework, based on informed and researched positions.
Goal statement	Provision of an informed and researched advice to Government and all sectors of the economy on BE priority matters identified in the MTSF, supported by a well functioning and resourced BE research, knowledge management and information resource.
Link to national outcome(s)	<ul style="list-style-type: none"> • Outcome 4: Decent employment through inclusive economic growth • Outcome 7: Comprehensive rural development • Outcome 8: Sustainable human settlements and improved quality of house hold life • Outcome 9: Responsive, accountable, effective and efficient local government • Outcome 10: Protect and enhance our environmental assets and natural resources
Strategic Goal 4	BEPs that operate within a regulated policy and legislative framework.
Goal statement	BEPs that provide their services in an ethical and professional manner and are responsive to the country's national goals and needs, while complying with legislative requirements.
Link to national outcome(s)	<ul style="list-style-type: none"> • Outcome 13: Social protection • Outcome 10: Protect and enhance our environmental assets and natural resources



PART B: STRATEGIC OBJECTIVES

4. Aligning CBE Objectives to the Mandate

The development of objectives and programmes for the CBE has taken into account the objectives and functions set out in the Council for the Built Environment Act 43 of 2000. The CBE Act 43 of 2000, establishing the CBE, was passed in Parliament in November 2000, along with Acts regulating and re-establishing the six BEPCs. The Act became operational in September 2001, following the establishment of the six BEPCs for Architects, Engineers, Landscape Architects, Project and Construction Managers, Property Valuers and Quantity Surveyors.

The objectives (section 3 of the CBE Act) are set out as follows:

1. Promote and protect the interest of the public in the built environment;
2. Promote and maintain a sustainable built environment and natural environment;
3. Promote ongoing human resources development in the built environment;
4. Facilitate participation by the built environment professions in integrated development in the context of national goals;
5. Promote appropriate standards of health, safety and environmental protection within the built environment;
6. Promote sound governance of the built environment professions;
7. Promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic;
8. Serve as a forum where the built environment professions can discuss relevant issues; and
9. Ensure uniform application of norms and guidelines set by the Professional Councils throughout the built environment.

CBE Functions

The key functions assigned by section 4 of the CBE Act are:

The council may—

- a) advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary;
- b) communicate to the Minister 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 State, as communicated to the council through the relevant Minister, require joint and co-ordinated action by the built environment professions;
- j) coordinate the establishment of mechanisms for professionals to gain international recognition;
- k) ensure the consistent application of policy by the councils for the professions with regard to
 - (i) accreditation;
 - (ii) the registration of different categories of registered persons;
 - (iii) key elements of competence testing of registered persons;

- (iv) codes of conduct to be prescribed by the councils for the professions;
- (v) the principles upon which the councils for the professions must base the determination of fees which registered persons are entitled to charge in terms of any of the professions' Acts, and in accordance with any legislation relating to the promotion of competition;
- (vi) standards of health, safety and environmental protection within the built environment; and
- (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 cognizance 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; 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.

All the strategic objectives set out in this document respond directly to one or more of the mandates of the CBE detailed above. The delivery vehicle for the strategic objectives is the four programmes of the CBE. The strategic objectives and their underlying strategic goals are detailed in the next section.

PROGRAMMES

Programme 1: Government Policies and Priorities

Strategic Goal: A BE that is responsive to the developmental and economic priorities of Government.

Strategic Objectives: BE academic curricula and CPD programmes that embody health and safety in construction, environmental sustainability and job creation through labour intensive construction as well as the IDMS.

Strategic Objective 1	BE academic curricula and CPD programmes that embody issues of health and safety in construction, environmental sustainability and job creation through labour intensive construction as well as the IDMS.
Objective statement	<ul style="list-style-type: none"> To ensure that all BE academic programmes include adequate coverage of issues on health and safety in construction, environmental sustainability and job creation through labour intensive construction in their curriculum by 30 March 2020. To ensure that all National Standards for the planning design, procurement, construction, operation and maintenance of infrastructure embody health and safety, environmental sustainability and job creation through labour intensive construction by 30 March 2020.
Baseline	<ul style="list-style-type: none"> All BE programmes curricula in January 2014. All national standards for the planning, design, procurement, construction, operation and maintenance of infrastructure in January 2014.
Justification	<ul style="list-style-type: none"> Curricula and the education of BEPs, embodied in educational programmes, influence their knowledge in infrastructure design and its performance against the goals of health and safety, environmental sustainability and job creation through labour intensive construction and thus their contribution to job creation, poverty alleviation and sustainable economic development. National standards set the conceptualisation and design parameters of infrastructure projects; therefore, it is imperative that they reflect adequate standards and performance criteria towards appropriate outcomes in health and safety, environmental sustainability and job creation through labour intensive construction, operation and maintenance.
Links	<p>This programme is responding to the following mandates of the CBE:</p> <ul style="list-style-type: none"> Section 3 (c) promote ongoing human resource development in the built environment. Section 3 (d) facilitate participation by the built environment professions in integrated development in the context of national goals. Section 3 (e) promote appropriate standards of health, safety and environmental protection within the built environment. Section 4 (a) advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary. <p>It is contributing to the following outcomes of the DPW:</p> <p>Direct outcomes</p> <ul style="list-style-type: none"> Outcome 4 – decent employment through inclusive growth (Chapter 3 of the NDP) Outcome 6 – an efficient, competitive and responsive economic infrastructure network (Chapter 4 of the NDP) Outcome 12 – an efficient, effective and development orientated public service (Chapter 13 of the NDP) <p>Indirect outcomes</p> <ul style="list-style-type: none"> Outcome 2 - A long and healthy life for all (Chapter 10 of the NDP) Outcome 5 – skilled and capable workforce to support an inclusive growth path (Chapter 9 of the NDP) Outcome 8 - Sustainable human settlements and improved quality of household life (Chapter 8 of the NDP) Outcome 10 - Protect and enhance our environmental assets and natural resources (Chapter 5 of the NDP)

4.1.1 Resource Considerations

It is anticipated that CBE's budget for this programme will be reduced. This project was conceptualised and started in the previous two financial years. As it reaches maturity, the bulk of its future actions will be stakeholder engagements, which requires lesser resources for its implementation.

4.1.2 Risk Management

Description of Risk	Primary Causes	Action Plans
Dependency on third parties to define priorities to enable CBE to realise the achievement of its Strategic Objectives.	Lack of buy-in by key stakeholders including academia, government, statutory bodies, professional bodies and some legislative gaps.	<ol style="list-style-type: none"> 1. CBE engagements with CHE academic accreditation branch on 2nd and 3rd quarter accreditation visits. 2. Engagement with BEPCs on a quarterly basis through the Registrar's Forum and ad hoc bi-monthly meetings. 3. Implementing Section 4(a) and (b) of the CBE Act that CBE will advise on any matter that falls within the scope of the BE and recommend to the Minister on the amendments to the legislation.
Lack of adequate financial and human resources.	<ol style="list-style-type: none"> 1. Inefficiencies in the management of the current budget. 2. Poor reputation with DPW. 3. Misalignment with mandate. 4. Insufficient budget allocation, emanating from the absence of a cost analysis of funds required by CBE for its operations and mandate. 	<ol style="list-style-type: none"> 1. Engagements with National Treasury and DPW's Finance Department on a quarterly basis. 2. MTEF budget process conducted bi-annually. 3. Monthly budget and variance analysis reports. 4. Implementation of the cost containment measures announced by National Treasury. 5. Mid-term budget reviews. 6. Annual review of the organogram. 7. Monthly temporary capacity identification process. 8. Monthly Finance, Human Resources and Legal Committee (FHLC) meeting and reporting. 9. Quarterly Council and bi-monthly Executive Committee (EXCO) meetings.

Programme 2: Skills for Infrastructure Delivery

Strategic Goal: A transformed BE with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.

Strategic Objective: Drive and facilitate skills development and transformation within the BE.

Strategic Objective 2.1	Projects to support SIPs skills production and development initiatives for SIPs identified high demand skills (Engineers, Quantity Surveyors, Construction & Project Managers, Landscape Architects, Town Planners, Land & Engineering Surveyors and Geographic Information Systems (GIS) professionals).
Objective statement	To be the lead driver of skills development initiatives for public sector infrastructure delivery with a focus on SIPs skills initiatives by 30 March 2020.
Baseline	SIPs skills report of 2013.
Justification	SIPs form the core of Government's planned infrastructure delivery programme and BE skills are at the centre of infrastructure delivery.
Strategic Objective 2.2	Initiatives to implement the CBE Transformation Model as amended, to increase the representation of previously disadvantaged groups in the BEPs.
Objective statement	To lead the implementation of the CBE Transformation Model by all BE stakeholders in order to increase the numbers, demographic and gender representative of BEPs to reflect the demographics of the country by 30 March 2020.
Baseline	Representation of previously disadvantaged groups in the six BEPCs currently stands at W (76%), A (15%), I (6%), C (3%) for registered professionals and at W (35%), A (52%), I (10%), C (3%) for candidates.
Justification	The BEPs must reflect appropriate quality and quantity to meet the planned infrastructure delivery needs of the country. Transformation and the lack of adequate technical skills is affecting the spending of infrastructure budgets leading to lower economic growth and perpetuation of poverty, inequality and unemployment.
Strategic Objective 2.3	BE candidates / graduates and interns benefit from quality assured workplace training.
Objective statement	To monitor and evaluate the implementation of a standardised and quality assured Workplace Training Framework by BE employers to produce competent professionals and graduates for the BE industry by 30 March 2020.
Baseline	CBE Workplace Training Model of 2013 and Training Guidelines from BEPCs.
Justification	The BEPs must reflect appropriate quality and quantity to meet the planned infrastructure delivery, operation and maintenance needs of the country.
Links	<p>This programme is responding to the following mandate of the CBE:</p> <ul style="list-style-type: none"> • Section 3 (c) promote ongoing human resource development in the built environment. <p>It is contributing to the following outcomes of the DPW:</p> <p>Direct outcomes</p> <ul style="list-style-type: none"> • Outcome 4 – decent employment through inclusive growth (Chapter 3 of the NDP) <p>Indirect outcomes</p> <ul style="list-style-type: none"> • Outcome 1 - Quality basic education (Chapter 9 of the NDP) • Outcome 5 – skilled and capable workforce to support an inclusive growth path (Chapter 9 of the NDP)

4.2.1 Resource Considerations

This programme focuses on skills development within the BE, and will be accompanied by a substantial increase in spending. The rollout of the Maths and Science support programme in schools covering Grades 1 to 12, and increasing the number of candidates/recent graduates/ interns in the workplace training framework accounts for the increase in spend. This programme also aims to increase the representation of women, black and coloured people within the BEPs.

4.2.2 Risk Management

Description of Risk	Primary Causes	Action Plans
Misconceptualisation, misunderstanding and lack of buy-in into transformation.	<p>Legislation shortcomings: CBE Act and BEPCs legislation is not clear on transformation.</p> <p>Insufficient stakeholder engagement on transformation matters.</p>	Collaborate with BEPCs, industry and infrastructure and education departments of government to enable greater impact on similar objectives and projects.
Lack of control over the skills development value chain i.e. basic education, tertiary education, workplace training and registered professionals.	<ol style="list-style-type: none"> 1. Lack of coordination between education policies and BE requirements. 2. Lack of resources. 3. Insufficient career guidance. 4. Insufficient stakeholder engagement. 	Implementation of the CBE Transformation Framework which is being promoted currently for adoption by industry stakeholders, BEPCs, State Owned Enterprises, infrastructure departments (at national and provincial government levels) and municipalities.
Poor quality and insufficient number of matriculants with Maths and Science.	<ol style="list-style-type: none"> 1. Lack of resources. 2. Insufficient career guidance. 	<ol style="list-style-type: none"> 1. Pilot programme for Maths and Science students sponsored by CBE. 2. Career guidance and awareness initiatives targeted at pre-tertiary level students.
Limited capacity at higher education institutions to accommodate the transformation agenda / demands.	<ol style="list-style-type: none"> 1. Insufficient resources. 2. Lack of buy-in by the institutions of higher learning. 	<ol style="list-style-type: none"> 1. Partnership with Department of Higher Education and Training (DHET). 2. Engagement with institutions of higher learning.
Low through put rate of BE candidates attaining professional registration.	<ol style="list-style-type: none"> 1. No structured and quality assured workplace training in the industry. 2. Lack of buy-in/willingness by industry to provide proper training to candidates. 3. Lack of mentors for candidates in the workplace to sign off candidates reports. 	<p>Pilot the CBE Structured Workplace Training Model, in partnership with BEPCs.</p> <p>Formalise Memorandum of Understanding (MoU) with host employers.</p>

Programme 3: BE Research, Information and Advisory

Strategic Goal: An optimally functioning BE with a responsive and relevant policy and legislative framework, based on informed and researched positions.

Strategic Objective: To provide informed and researched advice to Government on BE priority matters identified in the 2014-19 MTSF.

Strategic Objective 3.1	Provide informed and researched advice to Government on BE priority matters identified in the 2014-19 MTSF.
Objective statement	To provide advice to Government of BE priority matters that are identified in the 2014-19 MTSF and the NDP, and provide information and knowledge management resources for the BE to inform government policy on an annual basis.
Baseline	BE priority issues that were identified in the 2014-19 MTSF and the NDP.
Justification	Sections 4 a, d, d and e impels the CBE to offer advice to the Minister on BE matters, whilst the dynamic and changing BE sector requires regulatory intelligence to fine tune government planning and infrastructure investment.
Links	<p>This programme is responding to the following mandates of the CBE:</p> <ul style="list-style-type: none"> • Section 3 (d) facilitate participation by the built environment professions in integrated development in the context of national goals. • Section 3 (e) promote appropriate standards of health, safety and environmental protection within the built environment. • Section 4 (a) advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary. <p>It is contributing to the following outcomes of the DPW:</p> <p>Direct outcomes</p> <ul style="list-style-type: none"> • Outcome 4 – decent employment through inclusive growth (Chapter 3 of the NDP) • Outcome 6 – an efficient, competitive and responsive economic infrastructure network (Chapter 4 of the NDP) • Outcome 12 – an efficient, effective and development orientated public service (Chapter 13 of the NDP) <p>Indirect outcomes</p> <ul style="list-style-type: none"> • Outcome 8 - Sustainable human settlements and improved quality of household life (Chapter 8 of the NDP) • Outcome 10 - Protect and enhance our environmental assets and natural resources (Chapter 5 of the NDP)

4.3.1 Resource Considerations

The main drivers of expenditure in this Programme will be internal human capital resourcing in the following two focal areas of:

- Requisite expertise in the field of Research and Policy development to advise Government, and
- Requisite expertise in Knowledge Management to drive BE knowledge and information management.

However, the highest cost driver will be the deployment of Information and Communications Technology (ICT) platforms and infrastructure for research, as well as the dissemination of knowledge and information on BE issues. It is envisaged that the internal ICT infrastructure will require an overhaul to ensure that the organisation becomes a world-class knowledge centre on BE issues.

4.3.2 Risk Management

Description of Risk	Primary Causes	Action Plans
Lack of requisite research infrastructure expertise and linkages may lead to CBE being unable to adequately execute the research function.	Compared to academia, which is resourced adequately from subsidies to fund its research, the CBE lacks adequate resources.	Collaborate with academic institutions when conducting research. Obtain appropriate IT Infrastructure required for research and knowledge management projects.
Fragmented BE industry research.	<ol style="list-style-type: none"> 1. Poor coordination of research efforts. 2. Industry players working in silos (endemic within the industry). 	Proposed a shared services model to DPW and the DPW entities (IDT, cidb). Suggest to DPW to start a consolidated pool of research.

Programme 4: Regulation and Oversight of six BEPCs

Strategic Goal: BEPs that operate within a regulated policy and legislative framework.

Strategic Objectives: To act as an appeal body on matters of law referred to it in terms of legislation regulating the BEPs, and to promote and enhance high standards of professional ethics within the BE.

Strategic Objective 4.1	To act as an appeal body on matters of law referred to it in terms of legislation regulating the BEPs, and to promote and enhance high standards of professional ethics within the BE.
Objective statement	The CBE Act impels the CBE to act as an appeal body for persons aggrieved by decisions of BEPCs within 60 days of lodgement of such appeals.
Baseline	100% finalisation rate within 60 days of lodgement.
Justification	Section 4 (m) of the CBE states that the CBE must act as an appeal body with regard to matters referred to it in terms of the law regulating the BEPs.
Strategic Objective 4.2	Alignment by six BEPCs to CBE's Corporate Governance Framework.
Objective statement	To ensure that the six BEPCs respond to DPW's concerns on: <ul style="list-style-type: none"> • Lack of alignment to government policy, • Lack of accountability to government and parliament through non-compliance with the PFMA, • Strategic Plans and APPs not aligned to those of DPW and CBE, and • Non-alignment of and contribution to national priorities.
Baseline	CBE Corporate Governance Framework of 2013.
Justification	Section 3 (f) of the CBE Act states that the CBE must promote sound governance of the built environment professions.
Strategic Objective 4.3	Adoption and implementation of the CBE Monitoring and Evaluation Framework by the six BEPCs.
Objective statement	To ensure that the six BEPCs are aligned and responsive to government priorities and policy directives by 31 March 2018.
Baseline	Quarterly report inputs of the six BEPCs.
Justification	Section 3 (f) promote sound governance of the built environment professions. Section 3 (d) facilitate participation by the built environment professions in integrated development in the context of national goals. Section 4 (i) advise the councils for the professions on matters of national importance where the needs of State, as communicated to the council through the relevant Minister, require joint and co-ordinated action by the built environment professions.
Links	This programme is responding to the following mandate of the CBE: <ul style="list-style-type: none"> • Section 20 and 21 of the CBE Act 43 of 2000. <p>It is also contributing to the following outcome of DPW:</p> <p>Indirect outcome</p> <ul style="list-style-type: none"> • Outcome 13 - Social protection (Chapter 11 of the NDP)

4.4.1 Resource Considerations

The main drivers of expenditure will be the regulatory work around the Identification of Work (IDoW) (scope of work that can be undertaken only by appropriately qualified and registered professionals), Registration of Professionals and the Appeals function.

4.4.2 Risk Management

Description of Risk	Primary Causes	Action Plans
Not finalising the IDoW compromises the viability and sustainability of the BEPs and the BEPCs.	The Competition Commission (CC) is still adjudicating on the matter.	Engaging the CC on a quarterly basis.
Long term viability of CBE within the impending review of the CBE Act by DPW.	Legislation	The CBE has submitted its input on the policy position of DPW, and will assist DPW in the review of legislation.

Financial Resources

The CBE, as a Schedule 3A entity, derives its income from funds appropriated by Parliament, which are directed by the Executive Authority, the Honourable Minister of Public Works.

Relating Expenditure Estimates to Strategic Outcome Oriented Goals

The following table shows the allocated projects related expenditure to the four programmes over the MTEF allocation.

	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget
Programme 1	24 803	25 047	29 435	31 055
Programme 2	11 873	12 655	13 439	14 272
Programme 3	4 736	5 047	5 358	5 689
Programme 4	2 535	2 704	2 879	3 059
Total	43 947	45 453	51 111	54 075

The project budget for Programme 1 will be utilised by stakeholder consultations to ensure that BE programme curricula contain adequate coverage of health and safety, environmental sustainability, labour intensive construction and the IDMS. The development of SAQA accredited CPD point bearing CPD skills programmes will be the single project that will carry substantial expenditure as subject matter experts are contracted to develop CPD programmes in the two areas of health and safety and environmental sustainability. The remaining two facets of the IDMS and labour intensive construction already have well developed skills programmes.

The budget for programme 2 will be utilised by Transformation initiatives, mainly the scaling up of the Maths and Science programme. The funding of workplace training for candidates and interns will be sourced mainly by funding from the Construction SETA (CETA).

The budget for Programme 3 sees a substantial increase to fund research and advisory projects. This calls on contracting industry experts to undertake technical research on identified projects. The programme resources will also be consumed by the implementation of the BE information and knowledge hub, and will be consumed by the procurement and deployment of appropriate hardware, software and IT applications.

Expenditure in Programme 4 is for conducting appeals and supporting the six BEPCs to respond to queries from the CC regarding the IDoW submissions.

The following tables show the medium-term projects that will be undertaken per programme to meet the strategic goals of the organisation:

Programme 1: Government Policies and Priorities

Strategic Goal: A BE that is responsive to the developmental and economic priorities of Government.

Strategic Objectives: BE academic curricula and CPD programmes that embody issues of health and safety in construction, environmental sustainability and job creation through labour intensive construction as well as the IDMS.

Performance Indicators

Programme performance indicators	Audited Actual performance					Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
1.1 Number of MoAs on incorporating health & safety, environmental sustainability, labour intensive construction and IDMS into BE academic curricula.	-	-	Projects to support Government's infrastructure delivery established by 31 March 2014.	One project to support health and safety initiatives in construction, implemented by 31 March 2015.	Framework developed on modalities to incorporate health and safety in construction, environmental sustainability, labour intensive construction and the IDMS in the BE curricula, endorsed by CHE by 31 March 2016.	Six MoA on the framework implementation on BE curricula reviews and changes to incorporate incorporating health & safety, environmental sustainability, labour intensive construction and IDMS into BE academic curricula finalised with six BEPCs by 31 March 2017.	Two academic institutions engaged on changing curricula of BE programmes incorporating health & safety, environmental sustainability, labour intensive construction and IDMS into BE academic curricula by 31 March 2019.	Two academic institutions engaged on changing curricula of BE programmes incorporating health & safety, environmental sustainability, labour intensive construction and IDMS into BE academic curricula by 31 March 2018.	Two academic institutions engaged on changing curricula of BE programmes incorporating health & safety, environmental sustainability, labour intensive construction and IDMS into BE academic curricula by 31 March 2019.
1.2 Number of CPD skills programmes developed.	-	-	-	-	One CPD skills programme on the IDMS, developed by 31 March 2017.	One CPD skills programme on the IDMS, finalised and signed off by BEMC 31 March 2017.	One CPD skills programme finalised by 31 March 2018.	One CPD skills programme finalised by 31 March 2018.	One CPD skills programme finalised by 31 March 2019.

Programme 2: Skills for Infrastructure Delivery

Strategic Goal: A transformed BE with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery needs.

Strategic Objective: Drive and facilitate skills development and transformation within the BE.

Performance Indicators

Programme performance indicators	Audited Actual performance				Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2.1 Number of high demand skills professions categories developed for SIPs.	-	-	DHET SIPs skills report presented to PICC (Section on Professional Skills required for delivery of government SIPs projects).	One report on skills needs relating to BE graduates and Professionals required to support government infrastructure delivery programme.	Development of the Implementation Project Plan to support the production of three high demand BEPs skills categories (Engineers, Quantity Surveyors, Project and Construction Managers) for SIPs, by 31 March 2016.	Three BEPs categories Development of the Implementation Project Plan to support the production of two high demand BEPs skills categories (Land & Engineering Surveyors, Geographic Information Systems (GIS) professionals) for SIPs by 31 March 2017.	Three BEPs categories Development of the Implementation Project Plan to support the production of two high demand BEPs skills categories (Landscape Architects, Property Valuers, Town Planners) for SIPs by 31 March 2018.	Assessment of impact of the interventions through SIPs.

Programme performance indicators	Audited Actual performance					Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
2.2 Number of students enrolled in the Maths and Science support programme.	-	-	150 students reached through the roll out of the Maths and Science support programme. by 31 March 2014.	150 students reached through the roll out of the Maths and Science support programme by 31 March 2015.	150 Grade 10 -12 learners benefiting from the Maths and Science support programme by 31 March 2016.	450 learners from a pool of Grade 10 -12 enrolled in the Maths and Science support programme by 31 March 2017.	150 Grade 1 -7 learners enrolled on the Maths and Science support programmes by 31 March 2018.	150 learners from a pool of Grade 8 -12 enrolled in the Maths and Science support programme by 31 March 2019.	
2.3 Number of candidates/ BE graduates placed for workplace training.	-	-	-	Report on 53 candidates/BE graduates placed in workplace training.	50 candidates/BE graduates placed in workplace training by 31 March 2016.	50 candidates/ BE graduates in workplace training by 31 March 2017.	50 candidates/BE graduates placed in workplace training by 31 March 2018.	Candidates/ BE graduates workplace training facilitated by CBE.	
2.4 Number of interns placed for workplace training.	-	-	-	Report on 100 interns placed in workplace training.	50 interns placed in workplace training by 31 March 2016.	100 interns placed for work integrated learning by 31 March 2017.	50 interns placed in workplace training by 31 March 2018.	50 interns placed in workplace training by 31 March 2019.	
2.5 Exercise oversight over six BEPCs' accreditation of BE academic programmes and institutions.	-	-	One monitoring oversight report on accreditation of learning sites and academic programmes by the BEPCs by 31 March 2014.	One monitoring oversight report on accreditation of learning sites and academic programmes by the BEPCs by 31 March 2015.	One report on accredited academic programmes and institutions, submitted to BEMC, by 31 March 2016.	Report on accredited academic programmes and institutions, submitted to BEMC, by 31 March 2017.	Report on accredited academic programmes and institutions, submitted to BEMC, by 31 March 2018.	Report on accredited academic programmes and institutions, submitted to BEMC, by 31 March 2019.	
2.6 Number of transformation initiatives within BE professions.	-	-	-	-	-	Developed transformation strategy for the BE professions.	Implementation of transformation strategy for the BE professions.	Implementation of transformation strategy for the BE professions.	

Programme 3: BE Research, Information and Advisory

Strategic Goal: An optimally functioning BE with a responsive and relevant policy and legislative framework, based on informed and researched positions.

Strategic Objective: To provide informed and researched advice to government on BE priority matters identified in the 2014 MTSF.

Performance Indicators

Programme performance indicators	Audited Actual Performance					Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
3.1 Number of initiatives on BE professionals employed at municipal, provincial and national departments by 31 March 2017.	-	-	-	Research report on BE professional skills in municipalities by 31 March 2015.	One research project on BE technical professionals employed in municipalities and provinces, submitted to BEMC by 31 March 2016.	Three partnerships to support BE technical capacity within municipal, provincial and national departments implemented by 31 March 2017.	Two partnerships to support BE technical capacity within municipal, provincial and national departments implemented by 31 March 2018.	One partnership to support BE technical capacity within municipal, provincial and national departments implemented by 31 March 2019.	
3.2 Number of initiatives to support infrastructure delivery in the public sector.	-	-	-	-	-	One partnership with Office of the Chief Procurement Officer on the Standard for Infrastructure Procurement and Delivery Management (SIPDM) to support infrastructure delivery in the public sector by 31 March 2017.	One partnership on CPD programmes to support infrastructure delivery in the public sector by 31 March 2018.	One partnership on CPD programmes to support infrastructure delivery in the public sector by 31 March 2019.	

Programme performance indicators	Audited Actual Performance					Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
	3.3	-	-	-	-		One research project on OSD Framework's role in the attraction and retention of BEPs in the public sector, submitted to DPSA, by 31 March 2016.	Advisory report on the implementation of OSD within national infrastructure departments developed by 31 March 2017.	One research on BEPs technical skills development strategies, at provincial and national levels, submitted to DPSA, by 31 March 2018.
3.4	-	-	-	-	First phase research project on the incorporation of labour intensive construction and job creation opportunities in public sector infrastructure and construction projects contracts, submitted to Council by 31 March 2016.	One MOA with EPWP/ILO on programme to promote labour intensive practices in the BE projects by 31 March 2017.	Assessment of the impact of labour intensive initiatives by EPWP submitted to DPW by 2018.	Assessment of the impact of labour intensive initiatives by EPWP submitted to DPW by 2019.	

Programme 4: Regulation and Oversight of six BEPCs

Strategic Goal: BEPs that operate within a regulated policy and legislative framework.

Strategic Objective: To act an appeal body on matters of law referred to it in terms of legislation regulating the BEPs, and to promote and ensure high standards of professional ethics and conduct within the BE.

Performance Indicators

Programme performance indicators	Actual audited performance				Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
4.1 Percentage of appeals submitted to CBE by persons aggrieved by decisions of six BEPCs, finalised within the statutory 60 days from lodgement.	-	All appeal cases resolved within the 60 days.	Appeal cases finalised (within the statutory 60 days) by 31 March 2014.	Annual report on the 100% finalisation of appeals within statutory 60 days by 31 March 2015.	100% finalisation of appeals within the statutory 60 days by 31 March 2016.	100% finalisation of appeals within the statutory 60 days by 31 March 2017.	100% finalisation of appeals within the statutory 60 days by 31 March 2018.	100% finalisation of appeals within the statutory 60 days by 31 March 2019.

Programme performance indicators	Actual audited performance					Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
4.2 Implementation report on the CC's decision on the IDoW exemption applications for the six BEPCs.	Five scopes of work for the professions (IDoW).	One scope of work completed by 31 March 2013 (IDoW).	IDoW for the five BEPs implemented by 31 March 2014.	Report on the implementation of the decision of the CC on IDoW of five BEPCs and ECSA's, by 31 March 2015.	Implementation report on the decision of the CC on IDoW of six BEPCs, submitted to Council, by 31 March 2016.	Report on the engagement with built environment professional bodies on IDoW exemption application of the six BEPC by 31 March 2017.	Implementation report on the decision of the CC on IDoW of six BEPCs, submitted to Council, by 31 March 2018.	Implementation report on the decision of the CC on IDoW of six BEPCs, submitted to Council, by 31 March 2019.	-
4.3 Report on the implementation of Corporate Governance compliance by six BEPCs.	-	-	Corporate Governance Framework for BEPCs completed by 31 March 2014.	Report on the consultation and adoption of the Corporate Governance Framework within the six BEPCs by 31 March 2015.	Assessment of the Corporate Governance Implementation Checklist in the six BEPCs, submitted to Council and DPW, by 31 March 2016.	Assessment of the Corporate Governance Implementation Checklist in the six BEPCs, submitted to Council and DPW, by 31 March 2017.	Assessment of the Corporate Governance Implementation Checklist in the six BEPCs, submitted to Council and DPW, by 31 March 2018.	Assessment of the Corporate Governance Implementation Checklist in the six BEPCs, submitted to Council and DPW, by 31 March 2019.	-

Programme performance indicators	Actual audited performance					Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
4.4 Implementation programme of Ministerial approved BE policy frameworks and their translation into rules by six BEPCs. Number of workshops to facilitate the alignment of the Ministerial approved BE policy frameworks by the six BEPCs.	-	-	-	-	Six BEPCs' implementation programme on the translation of our Ministerial approved BE policies into rules by BEPCs by 31 March 2016.	Three workshops to facilitate the alignment of the Ministerial approved BE policy frameworks by the six BEPCs.	Six BEPCs implementation programme on further Ministerial approved BE policies into rules by BEPCs by 31 March 2018.	Six BEPCs implementation programme on further Ministerial approved BE policies into rules by BEPCs by 31 March 2019.	
4.5 Oversight role on PFMA compliance by the six BEPCs.	-	-	-	-	PFMA compliance roadmap by the six BEPCs, submitted to DPW, by 31 March 2016.	Submission of six BEPCs' PFMA compliance report to DPW by 31 March 2017	Submission of six BEPCs' PFMA compliance report to DPW by 31 March 2018	Submission of six BEPCs' PFMA compliance report to DPW by 31 March 2019.	

Programme performance indicators	Actual audited performance					Estimated Unaudited Performance	Medium-Term Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16		2016/17	2017/18	2018/19
4.6 Number of Strategic Plans, APPs and Annual Reports of the six BEPCs submitted to DPW.	-	-	-	-	Timetable on the alignment of Strategic Plans, APPs and Annual Reports of the six BEPCs to those of CBE and DPW, submitted to Council and DPW by 31 March 2016.	Six BEPCs Strategic Plans, APPs and Annual Reports submitted to DPW by 31 March 2017.	Submission of aligned Strategic Plans, APPs and Annual Reports of the six BEPCs to Council and DPW by 31 March 2018.	Submission of aligned Strategic Plans, APPs and Annual Reports of the six BEPCs to Council and DPW by 31 March 2019.	
4.7 Adoption and implementation of an all-encompassing CBE Monitoring and Evaluation Framework by the six BEPCs.	-	-	-	-	Report on development by CBE and adoption by the six BEPCs, of an all-encompassing CBE Monitoring and Evaluation Framework for BEPCs, submitted to Council and DPW by 31 March 2016.	Oversight report on the implementation of the all-encompassing CBE Monitoring and Evaluation Framework by the six BEPCs, submitted to Council and DPW by 31 March 2017.	Oversight report on the implementation of the all-encompassing CBE Monitoring and Evaluation Framework by the six BEPCs, submitted to Council and DPW by 31 March 2018.	Oversight report on the implementation of the all-encompassing CBE Monitoring and Evaluation Framework by the six BEPCs, submitted to Council and DPW by 31 March 2019.	

Governance

The Council

The CBE consists of a non-executive Council that serves as the organisation's Accounting Authority. The Accounting Authority reports to the Minister of Public Works, as the Executive Authority. The tenure of the CBE's third term Council ended on 3 June 2014. From 4 June 2014 to 4 September 2014, the Chief Executive Officer acted as the Accounting Authority of the CBE, as prescribed in the PFMA, section 49(2)(b). CBE's fourth term Council consists of 20 members, appointed by Cabinet on 1 August 2014. The Minister inaugurated them on 5 September 2014.

Council, at its first meeting on 5 September 2014, resolved to continue with and establish the following committees of Council:

A. Statutory Committees

- Executive Committee (as prescribed and mandated in the CBE Act)
- Audit and Risk Committee (as prescribed and mandated in the Public Finance Management Act (PFMA))

B. Committees of Council

- Finance, Human Resources and Legal Committee (established as a combination of the previous Finance and Human Resources committees)
- Built Environment Matters Committee (established as a combination of the previous Transformation, Education and Research and Identification of Work committees)

C. Ad Hoc / Sub-Committees of Council

- Bid Adjudication Sub-Committee (established to address all tenders above R500 000)

Executive Committee (EXCO)

In terms of the Act, the EXCO may hold meetings as and when necessary, with a minimum of four in each financial year. The Act prescribes the mandate of the EXCO as follows:

1. Ensure that the resolutions of the Council are carried out.
2. Consider any matter delegated to it by the Council in terms of any law, and advise the Council in connection therewith.
3. Prepare estimates of revenue and expenditure of the Council.
4. Control the expenditure of monies voted by Council in its approved estimates and all other monies or funds made available by the Council.
5. Exercise or perform any power, duty or function delegated to it by the Council and such other powers as may be delegated to it by Council in terms of clause 16 of the CBE Act.
6. Report at every ordinary meeting of the Council on the activities of the committee.
7. Establish an annual work plan to ensure that all relevant matters of the Committee's roles and responsibilities are covered.

Audit and Risk Committee (ARC)

The ARC comprises five members, the majority of whom are independent non-executive members. There is currently one vacant position, which is in the process of being filled and will be finalised within the third quarter.

The main objective of the Committee is to assist Council in discharging its duties relating to the safeguarding of assets, adequate operation of systems, control procedures and the preparation of accurate financial reports and statements of compliance with all legal requirements and accounting standards.

Finance, Human Resources and Legal Committee (FHLC)

The FHLC is a reconstituted committee, incorporating the previously freestanding committees of finance, human resources and legal from the third term Council, from a Council resolution of 5 September 2014. The mandate of the FHLC is as follows:

A. Finance

1. Consider matters of financial strategy and policy, including procurement and supply chain management, risk management and insurance, as they relate to the operation of the CBE, in particular the optimum use of available and potential financial resources (including internal investment options and their rate of return).
2. Consider and assess all investment opportunities available to the CBE, in respect of all funds it administers, and determine the manner and extent to which funds are to be invested with a view to ensuring both security and optimisation of income.
3. Review the annual financial statements of the CBE in conjunction with the Audit and Risk Committee, and make recommendations to Council.
4. Receive and consider budget proposals from the Executive and recommend to Council, the annual operating and capital budgets.
5. Monitor compliance with the PFMA in respect of matters relating to the Act.
6. Review the adequacy of the working capital by comparing cash focus against the actual.
7. Receive reports on fraud relating to the CBE.
8. Report, at every ordinary meeting of the Council, on the activities of the Committee.
9. Establish an annual work plan to ensure that all relevant matters of the Committee's roles and responsibilities are covered.

B. Human Resources

1. Consider and make recommendations on human resources strategy that will ensure that CBE is able to attract, retain and develop the best possible talent to support business performance.
2. Consider and make recommendations on the creation or review of an organisational culture, structure and processes, which seek to support the development of staff and optimisation of their potential, particularly in those that have been previously disadvantaged to address any existing inequalities in staff profiles and organisational practice.
3. Ensure compliance with all employment legislation such as Employment Equity Act, Labour Relations Act and Basic Conditions of Employment Act, etc.
4. Consider and make recommendations on a formal and transparent procedure for developing a policy on remuneration with particular reference to Senior Management.
5. Determination of annual remuneration adjustments for all staff members.
6. Creation and abolition of Senior Management positions, appointments, transfers and promotions of Senior Managers; appraisal of performance of the CEO, and implementation of disciplinary action against the CEO.

C. Legal

1. Deal with the BE Policy proposal by DPW relating to the repeal of the CBE Act.
2. Deal with Identification of Work; Appeals; Planning, Monitoring and Evaluation; and other legal compliance matters within the BEPCs.
3. Deal with Corporate Governance matters in Council.

Built Environment Matters Committee (BEMC)

The BEMC was also constituted from the Council resolution of 5 September 2014. The mandate of BEMC is as follows:

A. Broader Government Priorities and Programmes in the BE

1. Skills Plan for government infrastructure rollout (PICC and SIPs).
2. Job Creation Initiatives of government (Linkage to Extended Public Works Programme (EPWP) within DPW and involvement of BEPCs in labour intensive construction).
3. Environmental sustainability agenda (Linkage to DPW Green Building initiatives).
4. Health and Safety in Construction (Linkage to the Department of Labour initiatives and incorporation of health and safety into the curricula of BE academic programmes).
5. Transformation:
 - 5.1 The proposal of the Non-Profit Organisation (NPO) that will undertake transformation initiatives at schools, tertiary institutions and for quality assured workplace training.
 - 5.2. Support for BEPCs transformation plans.

B. Skills development initiatives in the Built Environment

1. Maths and Science programme in schools.
2. Monitoring of accreditation of academic programmes and academic institutions; monitoring of registration including RPL.
3. Quality assured, workplace training for new BE graduates for candidature and interns for experiential learning.

C. Research and information on BE matters

1. Research on BE matters that are of priority to DPW.
2. Research on BE matters that are of priority to BEPCs.
3. Research on BE matters that are of priority in service delivery (Municipalities, National, Provincial and Infrastructure Department e.g. IDMS).
4. Research on BE matters that are of priority to industry and the public.

D. BEPCs General Matters

1. Implementation of policies within BEPCs.
2. Business plan issues of BEPCs.
3. Support, guidance and monitoring of BEPCs.
4. Support for conclusion of IDoW regulations.
5. Other BEPCs related matters.

Bid Adjudication Sub-Committee

Council has established the Bid Adjudication Sub-Committee to adjudicate on all tenders above R500 000 and make recommendations, depending on the thresholds, to FHLC, and Council for approval.

Science on t



PART C: LINKS TO OTHER PLANS

DPW Policy Priorities	CBE INPUT TO DPW
Increasing the energy efficiency of government owned businesses.	Number of MoAs on incorporating health & safety, environmental sustainability, labour intensive construction and the IDMS into BE academic curricula.
Implementation of labour intensive methods.	Number of initiatives to promote labour intensive construction practices in the BE projects.
Provide expert advice to Government, the Public Works family, the PICC and Infrastructure departments.	<ul style="list-style-type: none"> a) Number of high demand skills professions categories developed for SIPs. b) Number of initiatives on BE professionals employed at municipal, provincial and national departments and SOEs. c) Number of initiatives to support infrastructure delivery in the public sector.
Transformation of the BE.	<ul style="list-style-type: none"> a) Number of students enrolled on the Maths and Science support programme. b) Number of candidates/BE graduates placed for workplace training. c) Number of interns placed for workplace training.

1. Risk Management Plan

Section 51(1)(a)(i) of the PFMA requires management to take positive steps to identify and mitigate risks to which the public entity may be exposed through the development of effective, efficient and transparent systems of internal controls. The CBE has a well-developed internal audit function in this regard, which follows a risk assessment process to identify and evaluate potential risks. The risk assessment is updated annually following an Internal Audit Plan, which is approved by the ARC.

2. Fraud Prevention Plan

The CBE has well developed Fraud Prevention Plan and Policy, which is updated annually. The monitoring of the implementation of the Fraud Prevention Plan lies with the Internal Audit function of the CBE.

3. Materiality Framework

The CBE is dependant mainly on its grant allocation for the execution of its mandate and its administrative operations. The CBE has therefore set its materiality level at 0.5% of its grant allocation, in line with the International Auditing Standard 320 paragraph 3 and in compliance with the PFMA. Any item that, by its nature, is considered fruitless, wasteful, irregular or criminal conduct will be deemed material, irrespective of the amount. The transaction will be considered significant if its value or aggregate value of similar transactions exceeds R200 000. This figure is being revised to R30 000 and the Executive Authority will be consulted as per Treasury Regulation 28.3.1 and sections 55(2) and 54(2) of the PFMA which states that “the accounting authority must develop and agree on a framework of acceptable levels of materiality and significance with the relevant executive authority”.



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