

# Revised Strategic Plan 2020 - 2025



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## **LIST OF ACRONYMS AND GLOSSARY OF TERMS**

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APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BNG	Breaking New Ground
CSIR	Council for Scientific and industrial Research
CPI	Consumer Price Index
ERM	Enterprise Risk Management
EMHIH	Eric Molobi Housing Innovation Hub
GDP	Gross Domestic Products
HCPMA	Housing Consumers Protection Measures Act, 1998 (Act No. 95 of 1998)
IBT	Innovative Building Technologies
ICT	Information and Communication Technology
ISO	International Organisation for Standardisation
KPA	Key Performance Area
LCE	Legal, Compliance and Enforcement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDHS	National Department of Human Settlements
NDHSWS	National Department of Human Settlement, Water and Sanitation
NDP	National Development Plan
NHBRC	National Home Builders Registration Council
NT	National Treasury
PFMA	Public Finance Management Act, 1999 (Act No.1 of 1999)
PDHS	Provincial Departments Human Settlement
ROI	Return on Investment
SABS	South African Bureau of Standards
SAPOA	South African Property Owners Association
SCP	Strategic Corporate Plan
SHE	Safety, Health and Environment
SHS	Sustainable Human Settlement
SONA	State of the Nation Address
STEP	Social Transformation and Empowerment Programme

## **EXECUTIVE AUTHORITY STATEMENT**

South Africa has been instrumental in the conceptualisation of Human Settlements and we have a responsibility to stay ahead in our implementation. It is working for us because it caters for the injustices of our spatial patterns. Success is in sight. Our biggest challenge remains the demand for housing that far outstrips delivery and the stubborn separateness of our past. Our catalytic projects, which are our new cities, cater for that in some measure. In the next five years we have determined to declare 94 priority development spaces for human settlements development, multi-programme delivery integration and spatial transformation & consolidation.

The government have identified the following 7 priorities that guides the MTSF 2019-2024 and will guide our development programme for the 6th Administration.

- Economic transformation and job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements and local governments
- Social cohesion and safe communities
- A capable, ethical and development state
- A better Africa and world

The human settlement priorities for 2019-2024 will be the implementation of housing and human settlements transformation, social justice and spatial justice programme focused on 94 priority development areas as presented below:

Indicator	5 Year targets
Priority development areas targeted for achieving spatial transformation through multi-programme integration are declared	94 priority development areas declared for human settlements development
An integrated implementation programme for the 94 priority development areas completed	Development Plans for all 94 priority development areas, categorized and prioritized with budget & finance options.
Number of houses and serviced sites delivered through a range of programme in the housing code	470 000 housing units
	300 000 serviced sites
	Rezone 100% of acquired land within the priority development areas
Number of rental housing units delivered in priority development areas	30 000 Social Housing
	12 000 CRU
Number of informal settlements	1 500 informal settlements upgraded to Phase 3/ formalized (in terms of the HS code)
Number of title deeds registered	Total number of title deeds registered = 1 193 222

	Title deeds backlog	New title deeds
	Pre - 1994: 45 535	Post -2019: 300 000
	Post -1994: 500 845	
	Post – 2014: 346 842	

In the development of these priority areas, our partners stand ready to co-invest and see the blending of public investments with private capital and equity to ensure increased and rapid delivery. We are resolute. We are building new neighborhoods, new towns, new cities. We are consolidating our urban spaces. As we build new settlements, we must also renew existing neighborhoods and precincts that are dilapidated and suffer the ravages of neglect and poor maintenance. Our budget, although limited compared to the housing and settlements needs facing us, will be directed towards our delivery priorities and priority development areas.

For the next MTSF period the 6th Administration will be expanding the People’s Housing Programme where households are allocated serviced stands to build their own houses, either individually or community-led co-operatives and this programme has been renamed Zenzeleni, which means do-it-yourself.

I therefore endorse the Strategic Corporate Plan of the NHBRC and commit the Council, Executives, Management and employees to ensuring its implementation.

**Honourable L N Sisulu, MP**

**Minister for Human Settlements, Water & Sanitation**

## **ACCOUNTING AUTHORITY STATEMENT**

COVID-19 has hit countries extremely hard, and many of the aftershocks may only be felt over the next 6 – 12 months. With government, businesses, and society scrambling to adjust to this new normal, NHBRC will also be affected.

Our sector may see longer-term effects of the devastating coronavirus in real estate and residential construction. South Africa's unemployment rate rose to 30.1% in the first quarter of 2020 from 29.1% in the previous period and above market expectations of 29.7%. It was the highest jobless rate, on record, since the quarterly data became available in 2008, as the number of unemployed people increased by 344 000 to an all-time high of 7.1 million in 2020. Notably, the employment status of individuals enables them to afford to purchase houses when they have jobs.

Internally, our core business was severely affected by the impact of COVID-19 and we welcome this opportunity to revise our targets in light of this pandemic.

Now more than ever, the NHBRC is forging ahead with its plans to intensify and encourage the use of alternative building technologies in South Africa and as Council, we look forward to adopting Green-First energy house building designs during the 2020/2021 financial year. During times like this, it is more important to keep the pulse of the organisation in the direction that enables skills development and transformation of the sector. The NHBRC will train 1,700 home builders in 2020/2021 and 2,400 each, in 2021/2022 and 2022/2023, respectively.

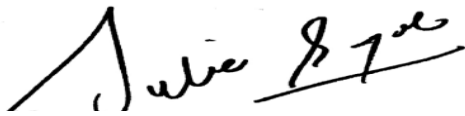
In this financial year, we plan to sharply focus on the efficiency of our service delivery, we will enrol all homes with complete documentation within 15 working days in both the subsidy and the non-subsidy sectors.

For inspections, we target to inspect over 16,000 homes in non-subsidy sector and 23,961 in subsidy in the 2020/2021 financial year and increase these to 24,122 in non-subsidy sector and over 33,000 in the subsidized sector in the 2021/2022 financial year.

On corporate governance, we plan to achieve an unqualified audit opinion in this MTSF and move our implementation of our Audit, risk, anti-fraud and corruption and compliance plans from 85% in the 2020/2021 financial year to 100% in the 2024/2025 financial year.

As Chairperson of the Council of the NHBRC, I would like to commit our Council, the Executive Management and staff to continue service delivery as directed in our mandate and to continue to support Government in all the efforts to manage the COVID-19 impact in human settlements.

Warm regards

A handwritten signature in black ink, appearing to read 'Julie Bayat', with a horizontal line underneath the name.

**Ms. Julieka Bayat**

**Accounting Authority**

**National Home Builders Registration Council**

## **ACCOUNTING OFFICER STATEMENT**

Over the past decade, South Africa experienced weak economic growth well below the rate of population growth. Then in 2020 COVID-19 destroyed productive capacity and is changing the global economy. In this context, deeper organisational reforms than previously outlined will be required over the five-year period at the NHBRC.

With this in mind at the NHBRC, we plan to continue our robust plan to curb expenditure, by saving 10% of budgeted expenditure over the MTSF. This we do in support of government's plan to lower demands by state-owned companies on the public purse.

In light of the demands placed by social-distancing, we will intensify our e-Services plan over the MTSF, which ensures access to services anywhere in the world.

In the next 5 years, NHBRC plans to intensify its focus in innovative building technologies, moving towards green and sustainable building, improving organisational productivity and maximising revenues. In this regard, we will continue to fund our research agenda to specifically research these issues.

The full extent of the impact of COVID-19 is uncertain, what is certain is that it has significantly affected society, businesses, and governments globally. NHBRC is not immune. However, we cannot afford to wait. In this financial year, NHBRC will reinforce its core mandate in inspectorate, compliance and enforcement:

- The inspectorate function is intensifying its concentration on all enrolments received prior to the lockdown
- We will pay specific attention to 20/80% sectional title enrolments provision in order to boost revenues
- Identify un-enrolled houses and force compliance
- Our LCE unit together with the inspectorate divisions will assist in getting these enrolments done speedily
- Properties which progressed during the lockdown will be certified by the competent persons
- The inspectorate will be assisted by engineers in identifying and managing of potential warranty risks on all enrolled properties.

At the NHBRC, we are fully aware of the declining economy and the threat it poses to jobs. We will maintain training opportunities for women, youth, home builders, artisans, home inspectors, military veterans and people with disabilities. Our training interventions will include experiential learning placements where possible. Job creation, strengthening capacity and sector transformation is just as critical in the development of integrated human settlements as assurance and regulation of home-building.

The NHBRC, under my leadership commits its continued support to the sector, government and South Africa as whole during these challenging times by executing its mandate in line with the Act, approved policies and government regulations.

Sincerely,

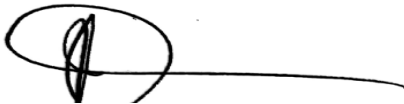
**Mr. Otsile Maseng**  
**Acting Chief Executive Officer**  
**National Home Builders Registration Council**

#### **OFFICIAL SIGN-OFF**

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It is hereby certified that this revised Strategic Plan 2020/2025:

- Was developed by the management of the NHBRC under the guidance of Council and Executive Authority and the Minister of human settlements, water and sanitation
- Considered the NHBRC mandate, relevant policies and legislation
- Accurately reflects the impact and outcomes NHBRC plans to achieve over the period 2020/2025



**Ms. Gugu Mkhize**  
**Executive Manager: Corporate Services**



**Mr. Craig Makapela**  
**Acting Executive Manager: Business Services**



**Mr. Thihangwi Mudau**  
**Head: Centre for Research and Housing Innovation**





**Mr. Tshepo Nkosi**  
**Head: Marketing & Communications**



**Mr Hulisani Mmbara**  
**Acting Executive Manager: Legal Compliance & Enforcement**

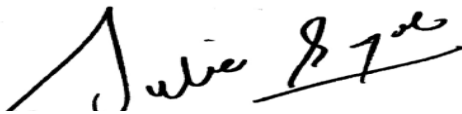


**Mr. Songezo Boo**  
**Chief Financial Officer**



**Ms. Mathebe Kumalo**  
**Head: Strategy, Monitoring and Evaluation**

**Mr. Otsile Maseng**  
**Acting Accounting Officer**



**Ms Julieka Bayat**  
**Accounting Authority**

**Honourable L N Sisulu, MP**  
**Minister for Human Settlements, Water & Sanitation.**

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## **PART A: OUR MANDATE**

This strategic corporate plan is based on assessment of the current socio-economic, political environment, ministerial national priorities, National Development Plan 2030 to eradicate poverty, inequality and unemployment and transformation of South African society. NHBRC is mindful housing or shelter is a basic need and access to housing, especially by the poor, plays a critical role in the development of the citizenry, is a step into economic participation and is an asset base.

In the context of targets set by the Minister, relating to NDP's Outcome 8, sustainable human settlements and an improved quality of household life, NHBRC is obliged to fulfil its mandate as prescribed in the Housing Consumers Protection Measures Act, 1998 (Act No. 95 of 1998).

This plan outlines NHBRC strategic outcomes, the deliverables for the period and resource requirements necessary to deliver on the mandate.

### **1. CONSTITUTIONAL MANDATE**

The NHBRC derives its constitutional mandate from section 26 of the Constitution – Housing. This section, mandates the state to take reasonable legislative and other measures within its available resources to achieve progressive realisation of the right to adequate housing. NHBRC represents the interests of housing consumers by providing assurance through warranty protection against defined poor workmanship and quality and regulation of home building industry.

### **2. LEGISLATIVE AND POLICY MANDATES**

The NHBRC was established in 1999 as a Council in terms of the Housing Consumers Protection Measures Act, 1998 (Act No.95 of 1998) as amended, to protect the interests of housing consumers and to regulate home building industry. Since its establishment, the NHBRC delivers valuable services in co-operation with the national Department of Human Settlements (DHS) and key industry players.

In a nutshell, we believe our role is to assure quality homes in the country through:

- Educating housing consumers and homebuilders on rights and responsibilities within home construction industry
- Introducing innovative and environmentally friendly building technologies
- Providing housing consumers with warranty cover for defined building structural defects
- Training, assessing and regulation of homebuilders to conform to approved standards

**3. INSTITUTIONAL POLICIES AND STRATEGIES RELATED TO THE FIVE-YEAR PLANNING PERIOD**

- Social transformation programme
- E-services plan to digitalise our client and business services
- National Development Plan
- MTSF (2019/24) Human Settlements ministerial priorities

**4. RELEVANT COURT RULINGS**

None

## PART B: OUR STRATEGIC FOCUS

### 1. VISION

NHBRC's vision is to be the champion of the housing consumer.

### 2. MISSION

NHBRS's mission is to protect housing consumers through the regulation of home-building sector.

### 3. VALUES

Below are the values of the NHBRC:

VALUES	MEANING
Excellence and integrity	To be the best and deliver the best honestly
Commitment and accessibility	To do work diligently and reach out to our stakeholders
Transparency and accountability	To be fair and open in delivering our functions responsibly

## NHBRC Strategic Blueprint



### ***NHBRC Strategy has three (3) delivery pillars:***

1. Protect housing consumers by:
  - Ensuring they know own rights and responsibilities;

- Encouraging enrolment of homes prior to construction;
  - Advising on the right to access warranty fund for repair of structural defects on homes; and
  - Resolving complaints efficiently and timeously.
2. Enable homebuilders to achieve industry standards by:
- Ensuring they know own rights and obligations;
  - Advising on the legal requirement to register with the NHBRC prior to carrying out any business in the residential property market;
  - Providing ongoing training and assessment opportunities; and
  - Providing inspection services at critical stages of construction.
3. Regulate and enforce compliance to building standards by:
- Participating in the review of public policies in residential property market;
  - Exploring and introducing new technologies and materials to fast-track housing delivery;
  - Enforcing compliance to industry standards and remediating or penalising defaulting homebuilders.

### ***NHBRC Core business***

Our core business includes:

- Registration and renewal of homebuilders
- Enrolment and late enrolment of subsidy and non-subsidy houses
- Inspection of subsidy and non-subsidy houses
- Geotechnical investigation
- Forensic investigation
- Dispute resolution
- Conciliation of disputes
- Legal advisory and enforcement of norms and standards

In order to deliver on this strategy, we believe our organisation must be fit for purpose. The NHBRC must be operationally excellent; financially sound; live the NHBRC Way culture; and a values-based organization.

#### 4. SITUATIONAL ANALYSIS<sup>1</sup>

Over the past several months, the COVID-19 pandemic and the emergency health response brought about a severe global economic downturn. Real GDP growth in South Africa is expected to drop by 7.2% in 2020, primarily due to restrictions on economic activity to contain the spread of the COVID virus. Strengthening South Africa's competitiveness in a post-pandemic world will require a new social compact, decisive action to stabilise debt and narrow the budget deficit, and determined implementation of reforms to improve the structure of the economy. In combination, these measures will enable millions of South Africans to participate in building a more productive and prosperous society.

Below is the NHBRC SWOT analysis:

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Mandate derived from the Act, to regulate the home building industry and protect housing consumers</li> <li>2. NHBRC self-funds through revenue generated from own services</li> <li>3. Strong and healthy warranty fund</li> <li>4. High retention rate of critical staff with strong sector experience</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate cover for high-value houses</li> <li>2. Limitations within the current legislation impacts the extension of coverage</li> <li>3. Negative perception about NHBRC effectiveness</li> <li>4. Gaps in system integration between critical business units.</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Promulgation of the Housing Consumer Protection Bill to improve effectiveness</li> <li>2. Opportunities to extend the service net to cover non-subsidy rural, aging and millennial market segments</li> <li>3. Influence on land acquisitions for human settlements</li> <li>4. Identify solutions to service and assess self-taught, limited formal education artisans</li> <li>5. Develop a system for the accreditation of bricklayers</li> <li>6. Build interdepartmental co-operation and alignment in the delivery of services</li> <li>7. Inhouse research partnerships with universities, TVETS and standards bodies</li> <li>8. Introduction of innovative building systems (including 4<sup>th</sup> industrial revolution)</li> </ol>	<ol style="list-style-type: none"> <li>1. Delays in the passage of the new proposed Bill</li> <li>2. Potential increase in claims against NHBRC</li> <li>3. Rapid changes and innovation within the building industry</li> <li>4. Rapid land release programme of government and</li> <li>5. illegal occupation of land (Stand-alone)</li> <li>6. Diversion of strategic focus and resources from the core mandate to activities outside NHBRC mandate.</li> <li>7. Climate change</li> <li>8. Declining economic growth</li> </ol>

#### 4.1 EXTERNAL ENVIRONMENTAL ANALYSIS

The global shock prompted by the COVID-19 pandemic, and unprecedented restrictions designed to protect public health, led to a sharp contraction in the domestic economy. Government interventions have cushioned the impact on workers and businesses, but have not offset the full decline. South Africa's economic growth is forecast to fall by 7.2% in 2020

<sup>1</sup> National Treasury revised Budget and Outlook – June 2020

as a result of the crisis, the March and April 2020 credit rating downgrades, and the compounding effects of weak investor confidence. The economic outlook is highly uncertain.

The global economic contraction brought about by COVID-19 has unfolded with unprecedented speed, hitting developing countries particularly hard. In 2020, according to the World Bank, developing economy output is expected to contract for the first time in at least 60 years.

The rand depreciated by 18.1% against the US dollar since January 2020. South Africa's risk premium – the additional return that investors demand to compensate for higher levels of risk – stood at 5.2% as at 15 June 2020, compared with 3.2% at the end of 2019. Bond yields have stabilised due to Reserve Bank purchases of government bonds, but remain higher than before COVID-19. This indicates uncertainty about South Africa's longer-term growth and fiscal position, and means government pays more to borrow money.

To protect South Africans and prevent the public health system from being overwhelmed, government restricted most economic activity from 26 March to 1 June. The lockdown has taken a severe toll on an already fragile economy. The limited data available suggests a steep contraction across all sectors over the past three months. Construction, retail and hospitality were particularly hard hit, and retail sales restrictions had significant knock-on effects across the economy. Reduced global demand and border closures, alongside uncertainty about the application of lockdown regulations, further hampered activity.

In addition, high levels of uncertainty about the spread of COVID-19, and its containment and treatment, have complicated decision-making for businesses, investors and households the world over. In addition, regular economic surveys are disrupted and delayed, making policymakers more reliant on smaller, less representative surveys. As a result, estimating the economic impact over the period ahead is exceedingly difficult.

## **4.2 ENVIRONMENTAL ANALYSIS**

The Covid-19 pandemic adversely impacted NHBRC in at least three ways:

1. Home construction was locked down until June 2020
2. Planned inspections, training and enforcement programmes came to standstill
3. Unprecedented number of blocked/failed projects, affects our revenues

General building activities interrupted abruptly, meant:

- Home ownership transactions stopped- no registration at deeds
- No payment could be processed to:
  - Contractors
  - Suppliers of material
  - Subs contractors
  - Construction staff
- Loss of revenues as a result of lockdown. This is an area of concern for the NHBRC going forward.



As a result, the NHBRC embraced the opportunity to revise our targets and reprioritise our budget in order to achieve our mandate.

***NHBRC Footprint and customer centres***

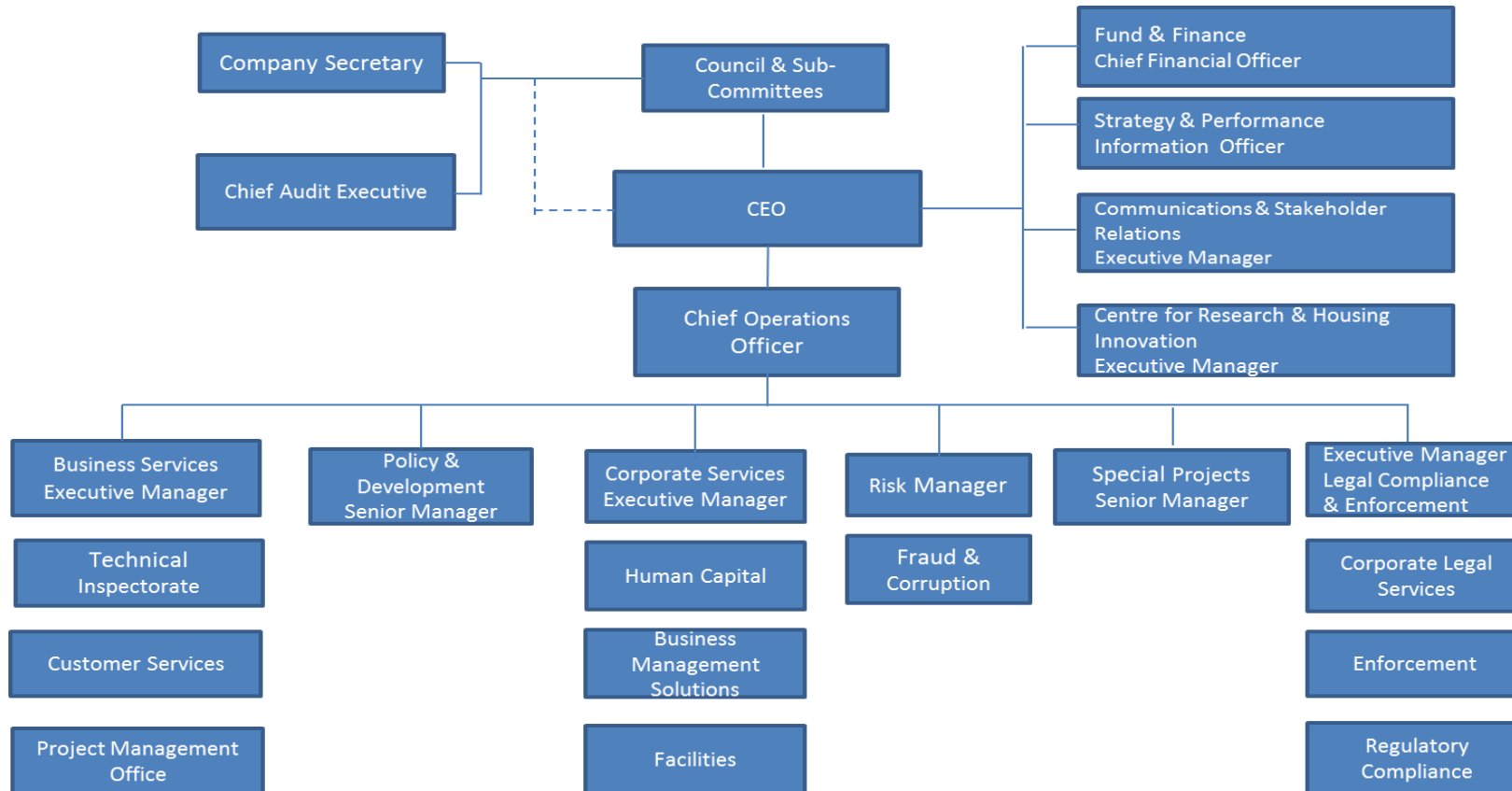
Below are our office locations:

<b>Province</b>	<b>Town</b>
Eastern Cape	<ul style="list-style-type: none"> <li>• Port Elizabeth</li> <li>• East London</li> </ul>
KwaZulu Natal	<ul style="list-style-type: none"> <li>• Durban</li> <li>• Newcastle</li> <li>• Richards Bay</li> </ul>
Western Cape	<ul style="list-style-type: none"> <li>• Cape Town</li> <li>• George</li> </ul>
Free State	<ul style="list-style-type: none"> <li>• Bloemfontein</li> <li>• Bethlehem</li> </ul>
Gauteng	<ul style="list-style-type: none"> <li>• Tshwane</li> <li>• Sunninghill</li> <li>• Soshanguve</li> </ul>
Limpopo	<ul style="list-style-type: none"> <li>• Polokwane</li> <li>• Tzaneen</li> <li>• Modimolle</li> <li>• Thulamela</li> </ul>
Mpumalanga	<ul style="list-style-type: none"> <li>• Nelspruit</li> <li>• Emalahleni (Witbank)</li> </ul>
North West	<ul style="list-style-type: none"> <li>• Rustenburg</li> <li>• Klerksdorp</li> <li>• Mahikeng</li> </ul>
Northern Cape	<ul style="list-style-type: none"> <li>• Kimberly</li> </ul>

## NHBRC Organisational structure

We structured our operations to promote efficient and effective service delivery. Below is our organisational structure:

**Figure 1. NHBRC Organisational structure<sup>2</sup>**



<sup>2</sup> This structure is under review

## **PART C: MEASURING OUR PERFORMANCE**

NHBRC adopted a bottom up and consultative strategy planning process. Divisions conducted own planning which culminated into a management committee (MANCO) strategic planning workshop followed by EXCO and council committees and final approval by council.

### ***Programmes and sub-programme plans of the NHBRC***

For the period of 2020/2025, NHBRC strategic outcomes are aligned to our three operational programmes, Administration, Regulation and Consumer Protection.

The strategic outcomes are aligned to budget structure and are as follows:

#### **Strategic outcomes**

<b>Programme</b>	<b>Strategic outcomes</b>
Administration	<ul style="list-style-type: none"><li>• Functional efficient and integrated government</li><li>• Improved accessibility and visibility of NHBRC products and services</li><li>• Financially sustainable organisation promoting economic inclusion</li></ul>
Regulation	<ul style="list-style-type: none"><li>• Improved regulatory compliance</li><li>• Competent homebuilders and technical professionals</li></ul>
Consumer Protection	<ul style="list-style-type: none"><li>• Improved regulatory compliance</li><li>• Greenhouse gas emission reduction</li></ul>

### **1. INSTITUTIONAL PERFORMANCE INFORMATION**

NHBRC planning methodology included formal consultations with all managers and Council members. Executive managers further deliberated on all plans to ensure alignment with resources and budgets. It also considered the impact of economy, policy environment and conducted a SWOT analysis.

#### **1.1 IMPACT STATEMENT**

<b>Impact statement</b>	<b>NHBRC main aim to ensure consumers &amp; builders are informed of rights and responsibilities and a compliant industry</b>
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## 2. MEASURING OUR OUTCOMES

The NHBRC developed six (6) outcomes aligned to the MTSF priorities and NHBRC strategy.

### PROGRAMME 1: ADMINISTRATION

MTSF	Priority 1: Economic transformation and job creation Priority 2: Education, skills and health		
Outcomes	Outcome indicators	Baseline	Five-year targets
<b>Functional efficient and integrated government</b>	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings
<b>Improved Accessibility and Visibility of NHBRC Products and Services</b>	Stakeholder Satisfaction Index improves to %	Not applicable	Stakeholder Satisfaction Index improves to 80%
<b>Financially sustainable organisation promoting economic inclusion</b>	Number of social transformation programmes implemented	Not applicable	17 Social transformation programmes implemented
	BEE spend of %	BEE spend of 65%	BEE spend of >65%

### PROGRAMME 2: REGULATION

MTSF	Priority 4: Spatial integration, human settlements and local government		
Outcomes	Outcome indicators	Baseline	Five-year targets
<b>Improved regulatory compliance</b>	Number of compliant homebuilders registered	86,310 compliant homebuilders registered	58,380 compliant homebuilders registered
	Number of homes inspections completed	250,000 number of homes inspections completed	575,000 homes inspections completed
	% of disputes resolved within 90 working days	New Indicator	100% of disputes resolved within 90 working days
<b>Competent homebuilders and technical professionals</b>	Number of homebuilders and technical professionals trained	31,793 homebuilders and technical professionals to be trained	32,000 homebuilders and technical professionals to be trained

### PROGRAMME 3: CONSUMER PROTECTION

MTSF	Priority 4: Spatial integration, human settlements and local government		
Outcomes	Outcome indicators	Baseline	Five-year targets
<b>Improved regulatory compliance</b>	% of compliant enrolment applications approved within 15 working days from date of receipt	New indicator	100% of compliant enrolment applications approved within 15 working days from date of receipt
<b>Greenhouse gas emission reduction</b>	Compliant Green-First Zero energy model house	50% completion of a design of a green edge rated IBT house	Compliant Green-First Zero energy model house

### 3. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

By the end of 2024/2025 the NHBRC plans to have improved cost and internal efficiencies and ensure a sustainable warranty fund. The NHBRC is introducing an e-Services platform in order to broaden access for our clients in line with our mandate. Further, the NHBRC will ensure that all homebuilders are registered and comply with norms and standards. By the end of 2024/2025, our enrolment process will include 75/25 mixed developments and rural homes. NHBRC plans to intensify sector capacity and drive the national transformation agenda through training interventions targeting homebuilders, youth, women, people living with disabilities and military veterans.

Below is an explanation of targets revised from the approved plan:

- Unqualified audit opinion outcome indicator is amended to read Unqualified audit opinion with no material findings. This is to clarify what the indicator means and use the full name of the intention of the indicator
- Number of social transformation programmes implemented is clarified to indicate that over the 5-year period we will implement 17 programmes. Under the previous APP/SCP, we planned to implement 4 programmes each year, adding up to 20 over the MTSF. We revised these number to 17 because training programmes involve a large number of people in sessions and due to social distancing restrictions, training programmes are affected. We reduced 2 programmes in 20/21, and by 1 in 21/22.
- Home-builders registrations indicator/compliant-builders indicator is reduced because construction sector normally declines when South Africa is in recession. We considered combination of economic performance and impact of COVID-19 and past experience of 2008 construction sector collapse. Before COVID-19, construction sector was negatively performing for the past 5 years, during April – June 2020, our registrations declined by 79%

Below are our programme and associated outcomes explanations:

### Programme 1: Administration

<b>Outcome 1: Improved accessibility &amp; visibility of NHBRC products and services</b>	<b>Explanations</b>
<b>Priority 2: Economic transformation and job creation</b> <b>Priority 3: Education, skills and health</b>	Broaden our training and consumer education programmes opportunities to increase visibility and promote access to products and services
<b>Contribution to the NHBRC mandate</b>	NHBRC conducts training programmes in line with legislation
<b>Priority related to women, youth and PWD</b>	NHBRC introduced a social transformation programme which targets women, youth, PWD and military veterans mainly through training interventions
<b>Enablers</b>	Budget
<b>Outcomes' contribution to achieving the intended impact</b>	Target consumers and builders with education programmes promoting NHBRC's mandate

<b>Outcome 2: Financially sustainable organisation promoting economic inclusion</b>	<b>Explanations</b>
<b>Contribution to MTSF priority 1: Economic transformation and job creation</b>  <b>Contribution to MTSF priority 6: A capable, ethical and development state</b>  <b>NDP 2030: Faster &amp; inclusive economic growth</b>	To ensure NHBRC considers the nationwide imperative to use government procurement to broaden access for SMME, stimulate domestic industry and job creation
<b>Contribution to the NHBRC Mandate</b>	Transformation of the sector and broadening access to SMMEs
<b>Priority related to Women, Youth and PWD</b>	NHBRC plans to spent more than 65% of its procurement spent on BBEE, which includes companies owned by women, youth, PWD
<b>Enablers</b>	Budget
<b>Outcomes' contribution to achieving the intended impact</b>	Broadening access and transformation of sector

<b>Outcome 3: Functional, efficient and integrated governance</b>	<b>Explanations</b>
<b>Priority 2: Economic transformation and job creation</b> <b>Priority 3: Education, skills and health</b>	To maintain ethical standards and accountability for resources
<b>Contribution to the NHBRC Mandate</b>	Compliance with governance structures
<b>Priority related to Women, Youth and PWD</b>	N/A
<b>Enablers</b>	King 4
<b>Outcomes' contribution to achieving the intended impact</b>	Ensure sound and sustainable warranty fund

## Programme 2: Regulation

<b>Outcome 4: Improved regulatory compliance</b>	<b>Explanations</b>
<b>Contribution to MTSF priority 4: Spatial integration, human settlements and local governments</b>  <b>NDP 2030: Transformation of Human Settlements</b>	NHBRC plans to enforce compliance and improve regulation efficiency  We plan to enrol every house within 15 working days of receipt of required documents
<b>Contribution to the NHBRC mandate</b>	Regulate sector through enrolments, inspections and enforcement of norms and standards
<b>Priority related to women, youth and PWD</b>	N/A
<b>Enablers</b>	Budget
<b>Outcomes' contribution to achieving the intended impact</b>	Ensure housing consumers live in safe and quality houses

<b>Outcome 5: Competent homebuilders and technical professionals</b>	<b>Explanations</b>
<b>Contribution to MTSF priority 4: Spatial integration, human settlements and local governments</b>  <b>NDP 2030: Transformation of Human Settlements</b>	NHBRC ensures home builders have capacity to build safe and quality houses through training programmes
<b>Contribution to the NHBRC mandate</b>	It is NHBRC's legal requirement to capacitate the home building industry
<b>Priority related to women, youth and PWD</b>	Our training programmes target women, youth and PWD
<b>Enablers</b>	Budget
<b>Outcomes' contribution to achieving the intended impact</b>	Ensure home builders are capacitated and capable of delivering quality homes

## Programme 3: Consumer Protection

<b>Outcome 6: Greenhouse gas emission reduction</b>	<b>Explanations</b>
<b>Contribution to MTSF priority 4: Spatial integration, human settlements and local governments</b>  <b>NDP 2030: Transformation of Human Settlements</b>	NHBRC has a research agenda, which will be implemented in the MTSF. The agenda aims to advance technology, highlight the impact of climate change on houses, manage policy shifts in the interest of housing consumers, builders, sector and NHBRC
<b>Contribution to the NHBRC mandate</b>	Outcomes of the research will be used to introduce new products and new revenue streams
<b>Priority related to women, youth and PWD</b>	N/A
<b>Enablers</b>	Budget
<b>Outcomes' contribution to achieving the intended impact</b>	Outcomes of the research will be used to introduce new products, alternative revenue streams and improve the general business of the NHBRC and sector

#### 4. KEY RISKS AND MITIGATIONS

Outcome	Key risks	Risk mitigations
<b>Functional, efficient and integrated governance</b>	<ul style="list-style-type: none"> <li>• Lack of proper systems and processes</li> <li>• Fraud and corruption</li> <li>• Impact of COVID-19 on operations</li> <li>• Slowing down of risk/fraud plans implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Development of online systems and continuous improvement of processes</li> <li>• Drive fraud and anti-corruption campaigns</li> <li>• Revision of APP targets in 2020 is such that missed targets in 2020 will be brought up to speed before the end of MTSF</li> <li>• Implementation of risk/fraud plans will meet the MTSF target at the end of the 5-year planning period</li> </ul>
<b>Improved accessibility and visibility of NHBC products and services</b>	<ul style="list-style-type: none"> <li>• Declining performance of construction sector affects pool of housing consumers</li> <li>• Impact of COVID-19 on operations</li> </ul>	<ul style="list-style-type: none"> <li>• Planning in line with the sector growth projections</li> <li>• Revision of APP targets in 2020 is such that missed targets in 2020 will be brought up to speed before the end of MTSF</li> </ul>
<b>Financially sustainable organisation promoting economic inclusion</b>	<ul style="list-style-type: none"> <li>• Declining performance of construction sector affects NHBC revenues</li> <li>• Poor corporate governance</li> <li>• Impact of COVID-19 on operations</li> </ul>	<ul style="list-style-type: none"> <li>• Promulgation of the Housing Consumer Protection Bill offers opportunities for alternative revenue streams</li> <li>• Develop a risk management strategy to address corporate governance</li> <li>• Revision of APP targets in 2020 is such that missed targets in 2020 will be brought up to speed before the end of MTSF</li> </ul>
<b>Improved regulatory compliance</b>	<ul style="list-style-type: none"> <li>• Ensuring regulatory compliance is expensive and the declining revenues poses a risk to execution of this mandate</li> <li>• Impact of COVID-19 on operations</li> </ul>	<ul style="list-style-type: none"> <li>• Promulgation of the Housing Consumer Protection Bill offers opportunities for alternative revenue streams</li> <li>• Revision of APP targets in 2020 is such that missed targets in 2020 will be brought up to speed before the end of MTSF</li> </ul>
<b>Competent homebuilders and technical professionals</b>	<ul style="list-style-type: none"> <li>• Home builder training is expensive and the declining revenues poses a risk to execution of this mandate</li> <li>• Impact of COVID-19 on operations</li> </ul>	<ul style="list-style-type: none"> <li>• Promulgation of the Housing Consumer Protection Bill offers opportunities for alternative revenue streams</li> <li>• Revision of APP targets in 2020 is such that missed targets in 2020 will be brought up to speed before the end of MTSF</li> </ul>
<b>Greenhouse gas emission reduction</b>	<ul style="list-style-type: none"> <li>• Insufficient funding for research agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Written motivation to council to fund research agenda</li> </ul>



## 5. PUBLIC ENTITIES

Name of public entity	Mandate	Outcomes	Current annual budget
N/A			

**PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)**

**1. PROGRAMME 1: ADMINISTRATION**

**Unqualified audit opinion with no material findings**

Indicator title	Unqualified audit opinion with no material findings
<b>Definition</b>	It is the opinion expressed by Auditor-General of South Africa (AGSA) on the annual report after assessing financial statements of the organisation. This takes place at the end of the financial year after performance is reviewed against predetermined objectives outlined in the budget and strategic & annual plan documents. This indicator is amended to complete its name.
<b>Source of data</b>	Audit report in the annual report of the prior financial year
<b>Method of calculation or assessment</b>	Audit opinion expressed in the annual report issued in the reporting year
<b>Assumptions</b>	Adherence to good governance by all employees and Council Compliance to approved policies Compliance to National Treasury and other relevant regulations
<b>Disaggregation of beneficiaries (where applicable)</b>	n/a
<b>Spatial transformation (where applicable)</b>	n/a
<b>Desired performance</b>	Unqualified audit opinion with no material findings
<b>Indicator responsibility</b>	Chief Financial Officer

### Stakeholder Satisfaction Index improves to %

Indicator title	Stakeholder Satisfaction Index improves to %
<b>Definition</b>	To conduct a survey to measure the level of awareness and satisfaction with NHBRC products and services by the stakeholders
<b>Source of data</b>	Survey results
<b>Method of calculation or assessment</b>	The overall % achieved from the satisfaction survey
<b>Assumptions</b>	Stakeholders will participate and provide meaningful information through the survey
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	100% Stakeholder satisfaction index
<b>Indicator responsibility</b>	Manager Corporate Communication

## Number of social transformation programmes implemented

Indicator title	Number of social transformation programmes implemented
<b>Definition</b>	Is a process of holistically changing the human settlements delivery landscape through the actions of all employees and members of the NHBRC Council to ensure empowerment and mainstreaming of women, youth, people with disabilities and military veterans
<b>Source of data</b>	Social transformation charter Approved social transformation plan Progress report
<b>Method of calculation or assessment</b>	Count of number of social transformation programmes implemented
<b>Assumptions</b>	Participants will be willing to take part in social transformation activities. Number of social transformation programmes implemented is clarified to indicate that over the 5-year period we will implement 17 programmes. Under the previous APP/SCP, we planned to implement 4 programmes each year, adding up to 20 over the MTSF. We revised these number to 17 because training programmes involve a large number of people in sessions and due to social distancing restrictions, training programmes are affected. We reduced 2 programmes in 20/21, and by 1 in 21/22.
<b>Disaggregation of beneficiaries (where applicable)</b>	17 programmes implemented
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	17 programmes implemented
<b>Indicator responsibility</b>	Manager Human Capital

**BEE spend of %**

<b>Indicator title</b>	<b>BEE spend of %</b>
<b>Definition</b>	Procure >65% of products & services from BEE accredited suppliers registered on the NHBRC database or through competitive bidding processes.
<b>Source of data</b>	Input information from suppliers awarded contracts. Data collected from the ERP system.
<b>Method of calculation or assessment</b>	Total amount of discretionary spend paid to accredited BEE service providers within a specified period divide by the total amount of discretionary spend paid to all service providers for the same period multiply by 100. BEE certified service provider is verified via certification.
<b>Assumptions</b>	N/A
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	BEE spend >65%
<b>Indicator responsibility</b>	Chief Financial Officer

## 2. PROGRAMME 2: REGULATION

### Number of compliant homebuilders registered

Indicator title	Number of compliant homebuilders registered
<b>Definition</b>	<p>Registration of compliant builders includes evaluation for technical, financial, managerial competence of the homebuilder and payment of prescribed registration fees in order to obtain a license to trade in the sector.</p> <p>Home-builders registrations indicator is reduced because construction sector normally declines when South Africa is in recession. We considered combination of economic performance, impact of COVID-19 and past experience of 2008 construction sector collapse. Before COVID-19, construction sector was negatively performing for the past 5 years, during April – June 2020, our registrations declined by 79%.</p>
<b>Source of data</b>	<p>Application forms, copy of registration certificates and other supporting documents submitted by homebuilders captured on the CRM system.</p>
<b>Method of calculation/Assessment</b>	<p>Number of certificates issued to newly registered homebuilders.</p>
<b>Assumptions</b>	<p>Homebuilders will apply to register with the NHBRC.</p> <p>Technical Managers will pass the technical assessments.</p> <p>Homebuilders will pay registration and annual fees.</p>
<b>Disaggregation of beneficiaries (where applicable)</b>	<p>N/A</p>
<b>Spatial transformation (where applicable)</b>	<p>N/A</p>
<b>Desired performance</b>	<p>58, 380 compliant homebuilder registrations</p>
<b>Indicator responsibility</b>	<p>Executive Manager: Business Services</p>

## Number of homes inspections completed

Indicator title	Number of homes inspections completed
<b>Definition</b>	<p>This indicator measures the number of homes inspected in the non-subsidy sector and where all inspection stages have been completed as per Section 3(h) of Act 95/1998 (as amended), and as per Rule 11(10)(b) of the Regulations to this Act.</p> <p>Inspections will be conducted to confirm compliance with the prescribed NHBRC technical requirements as per the NHBRC Home Building Manual.</p> <p>NHBRC will cover the following four inspection stages during the inspection process: Sub-structure, Super-structure, Practical Completion and Storm Water.</p> <p>The outcome of the inspection process is to ensure that all structural elements in enrolled homes, will comply with the NHBRC technical requirements.</p>
<b>Source of data</b>	<p>The inspection information is collected by NHBRC Inspectors and captured into the QM (Mobile Solution) system. Builder quality index for homes (BQIH) form is used to record the inspection information.</p>
<b>Method of calculation or assessment</b>	<p>The indicator will measure the number of completed homes inspected in the non-subsidy sector where all inspection stages are completed. The last stage inspected will be storm water, and will be used to confirm inspection completion date.</p>
<b>Assumptions</b>	<p>Home builder will be registered with the NHBRC</p> <p>Homes will be enrolled</p> <p>Homes will be constructed</p> <p>Homes will comply with NHBRC technical requirements</p>
<b>Disaggregation of beneficiaries (where applicable)</b>	<p>N/A</p>
<b>Spatial transformation (where applicable)</b>	<p>N/A</p>

<b>Desired performance</b>	575, 000 homes inspections completed
<b>Indicator responsibility</b>	Executive Manager: Business Services

### % of disputes resolved within 90 working days

<b>Indicator title</b>	<b>% of disputes resolved within 90 working days</b>
<b>Definition</b>	<p>Housing consumers whose homes are enrolled with the NHBRC can lodge a complaint against homebuilders on failure to rectify defects or respond to complaints.</p> <p>Complaints are lodged by housing consumers by completing complaints form at the NHBRC provincial offices. NHBRC facilitates complaint between homebuilders and housing consumer.</p> <p>Where homebuilder fails to rectify structural complaint, NHBRC appoints a service provider for repairs using warranty funds and these expenses are in turn claimed from the defaulting homebuilder.</p>
<b>Source of data</b>	Database of complaints lodged
<b>Method of calculation or assessment</b>	The indicator is calculated by using the average number of days taken to resolve the complaint from the date of receipt as per the date stamp and the date the matter was closed as seen on closure letter or escalated conciliation.
<b>Assumptions</b>	<p>Homebuilders will be willing to rectify the defects</p> <p>Complainants will provide required documentations</p>
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	100% of complaints resolved within 90 working days
<b>Indicator responsibility</b>	Executive Manager: Business Services



### Number of homebuilders and technical professionals trained

Indicator title	Number of homebuilders and technical professionals trained
<b>Definition</b>	To capacitate home builders and technical professionals with technical building skills, competencies and capacity to meet technical building standards necessary to improve quality of homes construction.
<b>Source of data</b>	Memorandum with TVETs External service providers and internal trainers conducting training Applications by homebuilders Applications by other stakeholders Attendance register/certificate Report of learners
<b>Method of calculation or assessment</b>	Number of homebuilders attending the training Calculation is based on the number of homebuilders per module using unique ID numbers/NHBRC Registration number
<b>Assumptions</b>	Learners available to attend and complete training Funds to sponsor training
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	32, 000 homebuilders and technical professionals trained
<b>Indicator responsibility</b>	Manager: Centre for research and Housing innovation

### 3. PROGRAMME 3: CONSUMER PROTECTION

#### % of compliant enrolment applications approved within 15 working days from date of receipt

Indicator title	% of compliant enrolment applications approved within 15 working days from date of receipt
<b>Definition</b>	<p>The Departments submits application for enrolment of homes with the NHBRC 15 days before commencement of construction.</p> <p>The Developer submits application letter for enrolment of homes 15 days before commencement of construction as per the section 14 of the HCPM Act. The application letter for enrolment should indicate the following:</p> <ul style="list-style-type: none"> <li>Project Name</li> <li>Home Builders name</li> <li>Enrolment &amp; Programme Type</li> <li>Number of Units</li> <li>Unique (HSS/G) Number</li> </ul> <p>The application letter will be accompanied by the following supporting documents:</p> <ul style="list-style-type: none"> <li>Phase 1 &amp; 2 Geotechnical Report</li> <li>DSR &amp; CGS B4 Certificate (for dolomitic areas)</li> <li>Survey General (SG) Diagram</li> <li>Site Development Plan (SDP) with ERF Numbers</li> <li>Services Drawings/certificate or as-built drawings</li> <li>NHBRC Certificate, ECSA Certificate and SACAP Certificate</li> <li>Approved Municipal Drawings</li> <li>Signed Engineering Drawings</li> <li>Preliminary Schedule of Works</li> </ul>

	<p>Beneficiary List</p> <p>The Developer pays the enrolment fee based on the quantum amount of the subsidy programme type. The enrolment approval letter is then issued to the developer.</p>
<b>Source of data</b>	<p>Application for enrolment received from provincial departments of Human Settlements</p> <p>The information is collected by NHBRC Provincial offices and is recorded manually and /or on the CRM subsidy system. Reports on subsidy and non-subsidy enrolments approved</p>
<b>Method of calculation or assessment</b>	<p>The indicator will be calculated on the average number of days taken to approve compliant enrolment applications. The average number of days will be calculated from the date of receipt of the application as per the date stamp by the NHBRC receiving provincial office and approval date as per the date written on the approval letter.</p> <p>Enrolment activities include: Assessment of the correctness and completeness of the documents and creation of a query on the system. Technical assessment of documents. Finalising the enrolment of the system and enrolment approval letter and invoice are generated. Enrolment approval letter is approved. Enrolment approval letter is issued to the developer</p>
<b>Assumptions</b>	Developer will submit compliant documents
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	100% approval of compliant enrolment applications
<b>Indicator responsibility</b>	Executive Manager: Business Services

### Compliant Green-First Zero energy model house

Indicator title	Compliant Green-First Zero energy model house
<b>Definition</b>	The indicator describes the process of constructing Green First-Zero energy model house. This includes: 1. Adoption of Green First-Zero energy model house criteria, 2. Draft & Adopt designs with the aim of construction of an Innovative Building technology house and then evaluate the performance of the house against the criteria to determine the effectiveness of adopted designs and innovative building material towards the reduction of carbon footprint.
<b>Source of data</b>	Draft design(s) by the NHBRC and reports
<b>Method of calculation or assessment</b>	Approved draft designs
<b>Assumptions</b>	They will be funds to sponsor the projects The house will achieve the green energy certification
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial transformation (where applicable)</b>	N/A
<b>Desired performance</b>	Complaint green first zero energy model house
<b>Indicator responsibility</b>	Manager: Centre for research and Housing innovation

**4. ANNEXURES TO THE STRATEGIC PLAN**

**Not applicable**

**5. ANNEXURE A: DISTRICT DEVELOPMENT MODEL**

**Not applicable to NHBRC**

## 6. ANNEXURE B: BUDGET UP TO 2020/24 FINANCIAL YEAR

NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
MATERIALITY FRAMEWORK  
FOR THE YEAR ENDING 31 MARCH 2021

Basis	Minimum & Maximum percentages	maximum
Gross Expenditure	0,5%	1%
Gross Revenue	0,25%	1%
Net Income	3%	5%
Fixed Assets	2%	5%
Financial Support Loans)	1%	2%
Total Assets	1%	2%

Gross Expenditure	0.25% - 1%
Gross Revenue	0.5% - 1%
Net Income	2.5% - 5%
Fixed Assets	2% - 5%
Financial Support Loans)	1% - 2%
Total Assets	0.5% - 2%

Materiality basis	Significance to AFS appreciation	Minimum%	Average %	Maximum %	Rand amounts	Material Amounts			NHBC % Annual Rand	NHBC % Quarter Rand
					Budget 2018/2019	Minimum%	Average %	Maximum %		
Gross Revenue	Medium	0,50%	0,75%	1,0%	690 967 919	3 454 840	5 182 259	6 909 679	5 182 259	1 295 564,85
Gross Expenditure	Medium	0,25%	0,63%	1,0%	774 277 357	1 935 693	4 839 233	7 742 774	4 839 233	1 209 808,37
Net Surplus	Medium	2,00%	3,50%	5,0%	345 221 421	6 904 428	12 082 750	17 261 071	12 082 750	3 020 687,43
Interest	Medium	0,25%	0,63%	1,0%	433 530 859	1 083 827	2 709 568	4 335 309	2 709 568	677 391,97
Investments	Low	1,00%	1,50%	2,0%	7 181 261 505	71 812 615	107 718 923	143 625 230	71 812 615	17 953 153,76
Fixed Assets	Low	1,00%	1,50%	2,0%	180 776 647	1 807 766	2 711 650	3 615 533	3 615 533	903 883,24
Current assets	Medium	1,00%	1,50%	2,00%	627 719 270	6 277 193	9 415 789	12 554 385	9 415 789	2 353 947,26
<b>Average</b>						<b>13 325 195</b>	<b>20 665 739</b>	<b>28 006 283</b>	<b>15 665 393</b>	<b>3 916 348</b>
<b>Materiality per line</b>	Line item materiality @		10 %			<b>1 332 519</b>	<b>2 066 574</b>	<b>2 800 628</b>	<b>1 566 539</b>	<b>391 635</b>
Audit Materiality - based on revenue			2,00%						<b>13 819 358</b>	
<b>Materiality</b>										
Statement of financial performance						<b>R 408 043</b>	<b>R 626 114</b>	<b>R 844 186</b>	<b>R 22 555 116</b>	<b>5 638 779</b>
Statement of financial position						<b>R 196 024</b>	<b>R 300 815</b>	<b>R 405 607</b>	<b>R 12 540 591</b>	<b>3 135 148</b>

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
PROPOSED ANNUAL BUDGET  
FOR THE FINANCIAL YEAR 2020/21 to 2023/24**

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
BUDGETED STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDING 31 MARCH 2021 TO 31 MARCH 2025**

	2017 - 2018	2018 - 2019	2019 - 2020	2019 - 2020	2020 - 2021	2020 - 2021	2021 - 2022	2022-2023	2023-2024
Description	Audited Actual	Audited Actual	Original Budget	Unaudited Actual	Approved Budget	Adjusted Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Revenue</b>	<b>845 952 736</b>	<b>957 026 430</b>	<b>913 097 896</b>	<b>923 795 779</b>	<b>892 207 146</b>	<b>690 967 919</b>	<b>936 817 503</b>	<b>983 658 379</b>	<b>1 032 841 298</b>
<b>Fees revenue</b>	<b>43 458 923</b>	<b>101 043 788</b>	<b>32 008 653</b>	<b>80 016 941</b>	<b>34 180 257</b>	<b>29 193 332</b>	<b>35 889 270</b>	<b>37 683 733</b>	<b>39 567 920</b>
Reg - Administration	3 123 790	3 374 924	2 006 900	3 351 283	2 303 000	1 537 088	2 418 150	2 539 058	2 666 010
Reg - Annual	1 294 554	2 380 974	1 605 276	2 033 829	1 842 120	1 229 484	1 934 226	2 030 937	2 132 484
Reg - Annual Renewals	9 923 722	9 436 914	6 283 208	10 494 094	7 368 480	4 691 616	7 736 904	8 123 749	8 529 937
Project Enrolment	26 620 567	82 945 375	19 547 996	61 619 160	19 929 602	19 929 602	20 926 082	21 972 386	23 071 005
Reg - Builders Manual	1 586 025	1 754 493	-	1 690 313	-	-	-	-	-
Late Enrolment Fees	518 064	651 729	1 062 207	434 201	1 000 000	597 640	1 050 000	1 102 500	1 157 625
Document sales	392 201	499 379	1 503 066	394 060	1 737 055	1 207 903	1 823 908	1 915 103	2 010 859
<b>Non Subsidy Enrolment Fees</b>	<b>655 563 715</b>	<b>592 533 678</b>	<b>680 610 280</b>	<b>559 494 346</b>	<b>670 098 397</b>	<b>505 853 569</b>	<b>703 603 317</b>	<b>738 783 482</b>	<b>775 722 657</b>
Speculative	341 518 557	312 822 603	340 227 877	284 246 459	342 748 264	249 996 447	359 885 678	377 879 961	396 773 960
Cluster Sectional Title	314 045 158	279 711 075	340 382 403	275 247 887	327 350 132	255 857 122	343 717 639	360 903 521	378 948 697
<b>Subsidy enrolment fees</b>	<b>132 486 380</b>	<b>232 361 454</b>	<b>175 278 963</b>	<b>219 516 260</b>	<b>165 128 493</b>	<b>139 621 017</b>	<b>173 384 917</b>	<b>182 054 163</b>	<b>191 156 871</b>
Home Enrolment (0.75%)	132 486 380	232 361 454	20 763 730	219 516 260	8 054 240	7 800 962	8 456 952	8 879 800	9 323 790
Consolidation (2.1%)	-	-	154 515 233	-	157 074 252	131 820 055	164 927 965	173 174 363	181 833 081
<b>Other Revenue</b>	<b>7 298 213</b>	<b>30 412 510</b>	<b>2 100 000</b>	<b>49 421 622</b>	<b>2 800 000</b>	<b>2 800 000</b>	<b>2 940 000</b>	<b>3 087 000</b>	<b>3 241 350</b>
Legal DC Penalty	2 554 058	5 460 257	2 100 000	11 282 200	2 800 000	2 800 000	2 940 000	3 087 000	3 241 350
Sundry Income	4 744 155	24 952 253	-	38 139 422	-	-	-	-	-
<b>Technical Services Revenue</b>	<b>7 145 505</b>	<b>675 000</b>	<b>23 100 000</b>	<b>15 346 610</b>	<b>20 000 000</b>	<b>13 500 000</b>	<b>21 000 000</b>	<b>22 050 000</b>	<b>23 152 500</b>
Technical Service	5 206 050	-	-	-	3 000 000	3 000 000	3 150 000	3 307 500	3 472 875
Geotechnical	-	675 000	6 000 000	-	7 000 000	5 000 000	7 350 000	7 717 500	8 103 375
Forensic Assessment	1 939 455	-	10 000 000	15 346 610	10 000 000	5 500 000	10 500 000	11 025 000	11 576 250
Testing Services	-	-	7 100 000	-	-	-	-	-	-
<b>Total Revenue</b>	<b>845 952 736</b>	<b>957 026 430</b>	<b>913 097 896</b>	<b>923 795 779</b>	<b>892 207 146</b>	<b>690 967 919</b>	<b>936 817 503</b>	<b>983 658 379</b>	<b>1 032 841 298</b>



**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
BUDGETED STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDING 31 MARCH 2021 TO 31 MARCH 2025**

Description	2017 - 2018	2018 - 2019	2019 - 2020	2019 - 2020	2020 - 2021	2020 - 2021	2021 - 2022	2022-2023	2023-2024
	Audited Actual	Audited Actual	Original Budget	Unaudited Actual	Approved Budget	Adjusted Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Operating Expenses</b>	<b>20 792 879</b>	<b>3 763 286</b>	<b>27 146 036</b>	<b>4 439 967</b>	<b>23 064 823</b>	<b>9 340 235</b>	<b>24 218 064</b>	<b>25 428 968</b>	<b>26 700 416</b>
Accreditation Fees	662 643	-7 965	1 482 930	33 099	875 000	262 500	918 750	964 688	1 012 922
Direct Cost of Builders Manuals	1 415 279	1 217 543	188 370	1 454 724	938 405	867 381	985 326	1 034 592	1 086 321
Outstanding claims provision	13 295 901	1 660 884	9 200 000	-9 603 207	9 000 000	-	9 450 000	9 922 500	10 418 625
Direct Cost of Certificates	444 714	-	274 736		251 418	210 354	263 989	277 188	291 048
Technical Services	4 974 341	892 824	16 000 000	12 555 351	12 000 000	8 000 000	12 600 000	13 230 000	13 891 500
<b>General &amp; Administration</b>	<b>11 483 423</b>	<b>11 590 446</b>	<b>10 772 058</b>	<b>8 530 857</b>	<b>7 068 958</b>	<b>6 185 338</b>	<b>7 422 406</b>	<b>7 793 526</b>	<b>8 183 202</b>
Motor Vehicle Expenses	354 176	545 202	262 000	470 474	665 200	582 050	698 460	733 383	770 052
Office Equipment Expenses (printers lease)	6 195 721	5 926 049	3 490 058	3 281 911	3 490 058	3 053 801	3 664 561	3 847 789	4 040 178
Mobile Office Expenses	4 719 600	480 600	4 000 000	-	-	-	-	-	-
Office Furniture Expenses	37 568	3 895 588	840 000	4 203 937	886 200	775 425	930 510	977 036	1 025 887
Relocation cost	-	-	1 680 000	65 132	1 500 000	1 312 500	1 575 000	1 653 750	1 736 438
Generator/ UPS Expenses	176 358	743 007	500 000	509 402	527 500	461 563	553 875	581 569	610 647
<b>Council Related Costs</b>	<b>9 221 124</b>	<b>9 810 797</b>	<b>10 745 200</b>	<b>11 332 167</b>	<b>10 745 200</b>	<b>10 072 338</b>	<b>11 282 460</b>	<b>11 846 583</b>	<b>12 438 912</b>
Council Remuneration	5 371 483	5 367 871	5 382 900	4 571 330	5 382 900	4 710 038	5 652 045	5 934 647	6 231 380
Disciplinary Committee costs	3 849 640	4 442 927	5 362 300	6 760 837	5 362 300	5 362 300	5 630 415	5 911 936	6 207 533
<b>Permanent Staff Costs</b>	<b>453 805 821</b>	<b>485 737 251</b>	<b>524 523 456</b>	<b>534 444 533</b>	<b>522 047 638</b>	<b>520 830 937</b>	<b>548 150 020</b>	<b>575 557 521</b>	<b>604 335 397</b>
Permanent Staff : Salary	329 433 820	440 727 900	443 263 077	472 463 541	476 460 317	498 357 168	500 283 333	525 297 500	551 562 375
Permanent Staff : Incentive Bonus	14 235 708	14 130 969	34 116 617	26 452 038	21 477 537	-	22 551 414	23 678 985	24 862 934
Staff Costs - Allowances	83 330 390	11 687 279	22 676 749	11 414 107	14 737 377	15 345 280	15 474 246	16 247 958	17 060 356
Other Employment Costs	11 347 299	3 410 391	15 217 013	10 714 273	3 122 407	4 328 490	3 278 527	3 442 454	3 614 576
Temporary staff	15 458 605	15 780 712	9 250 000	13 400 574	6 250 000	2 800 000	6 562 500	6 890 625	7 235 156

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
BUDGETED STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDING 31 MARCH 2021 TO 31 MARCH 2025**

	2017 - 2018	2018 - 2019	2019 - 2020	2019 - 2020	2020 - 2021	2020 - 2021	2021 - 2022	2022-2023	2023-2024
Description	Audited Actual	Audited Actual	Original Budget	Unaudited Actual	Approved Budget	Adjusted Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>General Costs</b>	<b>164 492 361</b>	<b>155 427 291</b>	<b>179 415 138</b>	<b>200 538 123</b>	<b>172 378 738</b>	<b>144 269 927</b>	<b>180 997 675</b>	<b>190 047 559</b>	<b>199 549 937</b>
Insurance Paid	1 175 926	2 528 270	2 000 000	1 009 008	2 200 000	2 000 000	2 310 000	2 425 500	2 546 775
Information Technology	41 845 932	31 466 760	30 241 585	49 859 798	31 904 872	27 916 763	33 500 116	35 175 122	36 933 878
Legal Fees	11 622 706	17 856 904	12 000 000	15 981 862	13 100 000	11 462 500	13 755 000	14 442 750	15 164 888
Marketing Fees	8 275 471	7 991 384	23 712 125	21 163 963	20 715 000	15 536 250	21 750 750	22 838 288	23 980 202
Telephone Expenses	17 726 755	16 606 086	25 982 600	17 487 577	18 000 000	14 250 000	18 900 000	19 845 000	20 837 250
Travelling Expenses	27 058 834	26 825 722	31 414 366	30 908 968	19 266 011	16 857 759	20 229 311	21 240 777	22 302 816
Travelling Expenses-Inspectors	19 739 336	20 831 176	16 812 558	28 724 096	34 871 582	29 059 652	36 615 161	38 445 919	40 368 215
Training for Emerging	8 499 625	9 367 821	-	2 449 933	-	-	-	-	-
Training and Development Staff	3 526 160	5 109 102	3 704 903	6 680 484	3 908 673	3 257 228	4 104 107	4 309 312	4 524 778
Training - Youth, Women & Veterans	18 118 988	8 611 974	20 600 000	12 461 944	15 050 000	11 287 500	15 802 500	16 592 625	17 422 256
Training & Dev: Interns- STEP	-	-	4 000 000	2 400 271	3 000 000	2 525 000	3 150 000	3 307 500	3 472 875
Audit Fees	5 475 634	6 655 781	5 500 000	9 372 666	6 000 000	6 000 000	6 300 000	6 615 000	6 945 750
General Office costs(Unifrom,Grocery)	1 426 994	1 576 311	3 447 000	2 037 552	4 362 600	4 117 275	4 580 730	4 809 767	5 050 255

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
BUDGETED STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDING 31 MARCH 2021 TO 31 MARCH 2025**

Description	2017 - 2018	2018 - 2019	2019 - 2020	2019 - 2020	2020 - 2021	2020 - 2021	2021 - 2022	2022-2023	2023-2024
	Audited Actual	Audited Actual	Original Budget	Unaudited Actual	Approved Budget	Adjusted Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Other Expenses</b>	<b>70 893 671</b>	<b>54 689 627</b>	<b>76 935 950</b>	<b>66 833 735</b>	<b>74 030 378</b>	<b>59 588 871</b>	<b>77 731 898</b>	<b>81 618 492</b>	<b>85 699 418</b>
Bank Charges	2 975 976	2 660 680	3 000 000	1 317 137	3 000 000	2 550 000	3 150 000	3 307 500	3 472 875
Provision for doubtful debts	17 909 896	-	-	-	-	-	-	-	-
Cleaning	1 925 122	2 667 940	2 590 000	1 650 405	2 732 450	2 390 894	2 869 073	3 012 526	3 163 152
New employees take over contract	78 181	131 620	200 000	-	-	-	-	-	-
Catering: Internal Activities	2 486 640	3 602 260	1 769 000	4 513 123	1 866 295	1 633 008	1 959 610	2 057 590	2 160 470
Conferences and Seminars	-	-	2 550 700	-	2 250 000	1 687 500	2 362 500	2 480 625	2 604 656
Venues and facilities	4 466 267	4 515 980	2 645 000	4 866 991	2 645 000	1 983 750	2 777 250	2 916 113	3 061 918
Consulting Fees	10 003 382	7 664 202	18 730 000	16 239 050	15 850 000	10 566 667	16 642 500	17 474 625	18 348 356
Courier & Freight	817 520	166 143	885 000	612 095	733 675	550 256	770 359	808 877	849 321
PE - Electricity & Water	4 428 417	4 516 814	5 299 000	5 308 017	5 592 555	4 893 486	5 872 183	6 165 792	6 474 081
Entertainment Expenses	5 413	5 626	2 000	-429	-	-	-	-	-
Fines and Penalties	4 390	1 179 180	-	620	-	-	-	-	-
Flowers & Gifts	162 380	174 615	187 750	223 724	456 250	302 188	479 063	503 016	528 166
Other Rentals Costs	825 901	620 459	1 429 000	2 276 293	2 492 000	1 880 500	2 616 600	2 747 430	2 884 802
PE - Rent of Premises	12 132 563	14 728 281	20 728 000	17 831 717	19 993 085	17 493 949	20 992 739	22 042 376	23 144 495
PE - Repair & Maintenance	477 333	543 356	960 000	308 798	1 012 800	886 200	1 063 440	1 116 612	1 172 443
Postage	291 015	341 199	525 500	8 411	554 403	485 103	582 123	611 229	641 791
Printing	2 140 908	1 105 335	1 592 500	1 648 898	1 680 088	1 260 066	1 764 092	1 852 297	1 944 912
Security	3 313 192	3 957 962	4 932 000	3 804 534	4 500 000	3 837 500	4 725 000	4 961 250	5 209 313
Special Projects	-2	1 886 082	500 000	33 672	200 000	175 000	210 000	220 500	231 525
PE - Plant Expenses	138 860	44 983	375 000	42 871	395 625	346 172	415 406	436 177	457 985
Stationery	2 432 704	845 648	1 938 500	1 808 763	2 045 118	1 789 478	2 147 374	2 254 743	2 367 480
Subscriptions	634 731	567 199	648 000	607 504	683 640	598 185	717 822	753 713	791 399
Rounding Differences / Minor Ad	-27	-18	-	752 708	-	-	-	-	-
Office Refurbishment	263 687	1 233 768	2 140 000	687 709	1 990 000	1 541 250	2 089 500	2 193 975	2 303 674
Other Costs - Rental of Premises	1 586 004	1 269 151	1 789 000	1 834 126	1 887 395	1 651 471	1 981 765	2 080 853	2 184 896
Off-site Archiving	1 381 241	229 871	1 520 000	452 032	1 470 000	1 086 250	1 543 500	1 620 675	1 701 709
Interst Paid	11 978	31 289	-	4 964	-	-	-	-	-
<b>EXPENSES</b>	<b>730 689 278</b>	<b>721 018 698</b>	<b>829 537 838</b>	<b>826 119 383</b>	<b>809 335 735</b>	<b>750 287 646</b>	<b>849 802 524</b>	<b>892 292 648</b>	<b>936 907 283</b>

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
BUDGETED STATEMENT OF FINANCIAL PERFORMANCE  
FOR THE YEAR ENDING 31 MARCH 2021 TO 31 MARCH 2025**

Description	2017 - 2018	2018 - 2019	2019 - 2020	2019 - 2020	2020 - 2021	2020 - 2021	2021 - 2022	2022-2023	2023-2024
	Audited Actual	Audited Actual	Original Budget	Unaudited Actual	Approved Budget	Adjusted Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>SURPLUS/ (DEFICIT) BEFORE INTEREST AND DEPRECIATION</b>	<b>115 263 459</b>	<b>236 007 732</b>	<b>83 560 059</b>	<b>97 676 396</b>	<b>82 871 411</b>	<b>-59 319 727</b>	<b>87 014 980</b>	<b>91 365 731</b>	<b>95 934 015</b>
<b>DEPRECIATION AND AMORTIZATION</b>	<b>23 849 690</b>	<b>23 357 650</b>	<b>26 013 195</b>	<b>22 073 948</b>	<b>27 443 920</b>	<b>23 989 711</b>	<b>28 816 116</b>	<b>30 256 922</b>	<b>31 769 768</b>
Amortization	15 238 120	15 276 266	15 500 000	15 272 400	16 352 500	15 671 146	17 170 125	18 028 631	18 930 063
Depreciation	8 611 544	8 081 384	10 513 194	6 801 548	11 091 420	8 318 565	11 645 991	12 228 291	12 839 705
			-		-	-	-		
<b>Operating Profit after amortisation, depreciation</b>	<b>91 413 769</b>	<b>212 650 082</b>	<b>57 546 864</b>	<b>75 602 449</b>	<b>55 427 491</b>	<b>-83 309 438</b>	<b>58 198 863</b>	<b>61 108 808</b>	<b>64 164 247</b>
<b>Actuarial adjustment</b>	<b>(69 269 227)</b>	<b>(48 710 815)</b>	<b>-</b>	<b>(110 310 227)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Change in unearned premium provision	(133 336 797)	31 370 618	-	(146 019 405)	-	-			
Change in unexpired risk provision	64 067 570	(80 081 433)	-	35 709 178	-	-			
<b>Operating Profit after actuarial adjustment</b>	<b>22 144 542</b>	<b>163 939 267</b>	<b>57 546 864</b>	<b>(34 707 778)</b>	<b>55 427 491</b>	<b>(83 309 438)</b>	<b>58 198 863</b>	<b>61 108 808</b>	<b>64 164 247</b>
Research & Development	770 147	1 739 484	10 000 000	2 314 907	7 000 000	5 000 000	7 350 000	7 717 500	8 103 375
<b>Profit from operating activities</b>	<b>21 374 395</b>	<b>162 199 783</b>	<b>47 546 864</b>	<b>(37 022 685)</b>	<b>48 427 491</b>	<b>(88 309 438)</b>	<b>50 848 863</b>	<b>53 391 308</b>	<b>56 060 872</b>
<b>Interest Received</b>	<b>592 698 386</b>	<b>423 538 888</b>	<b>474 682 764</b>	<b>176 813 001</b>	<b>500 690 861</b>	<b>433 530 859</b>	<b>525 725 404</b>	<b>552 011 674</b>	<b>579 612 258</b>
Interest Received	391 750 017	435 025 136	421 131 268	456 840 482	445 236 000	408 133 000	467 497 800	490 872 690	515 416 325
Dividend income	13 766 575	16 475 368	14 454 904	17 868 438	16 300 000	13 583 333	17 115 000	17 970 750	18 869 288
Realized (Gain)/ loss	197 549 213	(17 350 295)	51 154 861	(288 988 951)	51 154 861	21 314 525	53 712 604	56 398 234	59 218 146
Asset management service fees	(10 367 419)	(10 611 322)	(12 058 268)	(8 906 968)	(12 000 000)	(9 500 000)	(12 600 000)	(13 230 000)	(13 891 500)
<b>Surplus/ (Deficit)</b>	<b>614 072 781</b>	<b>585 738 670</b>	<b>522 229 628</b>	<b>139 790 316</b>	<b>549 118 352</b>	<b>345 221 421</b>	<b>576 574 267</b>	<b>605 402 983</b>	<b>635 673 130</b>

*The significant increase in travel costs is due to the implementation of a hybrid travel management model for inspectors, this mode is currently at implementation stage, reviews on the model will be done quarterly to measure efficiencies*

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
BUDGETED STATEMENT OF FINANCIAL POSITION  
AS AT 31 MARCH 2020 TO 31 MARCH 2025**

		2017/18 Actual R	2018/19 Actual R	2019/20 Actual R	2020/21 Budget R	2021/22 Budget R	2022/23 Budget R	2023/24 Budget R
<b>ASSETS</b>								
<b>Non-current assets</b>		6 388 081 181	6 202 458 507	6 784 244 698	7 420 880 997	8 111 401 799	8 784 799 394	9 550 439 879
Property, plant and equipment	1	93 087 014	88 375 634	86 818 067	180 776 647	171 309 368	161 768 725	151 126 049
Intangible Asset	2	86 215 158	71 291 392	56 013 993	58 842 846	64 842 846	46 814 214	27 884 151
Investments	3	6 208 779 009	6 042 791 480	6 641 412 639	7 181 261 505	7 875 249 586	8 576 216 456	9 371 429 680
<b>Current assets</b>		360 199 950	1 170 005 351	823 948 102	627 719 270	600 709 378	623 786 886	589 518 081
Inventories		13 158 232	11 940 689	10 473 048	9 473 048	7 473 048	6 421 431	4 921 431
Accounts receivables	4	15 991 624	61 458 431	46 604 911	68 957 719	66 499 822	64 455 920	61 307 009
Cash and cash equivalents	5	331 050 094	1 096 606 232	766 870 143	549 288 503	526 736 507	552 909 535	523 289 641
		<b>6 748 281 131</b>	<b>7 372 463 857</b>	<b>7 608 192 800</b>	<b>8 048 600 267</b>	<b>8 712 111 177</b>	<b>9 408 586 280</b>	<b>10 139 957 960</b>
<b>EQUITY AND LIABILITIES</b>								
<b>Reserves</b>		5 170 537 838	5 756 276 508	5 896 066 824	6 241 288 245	6 817 862 512	7 423 265 495	8 058 938 624
Accumulated Surplus		5 153 844 441	5 748 950 932	5 891 191 182	6 216 295 654	6 803 296 540	7 419 699 606	8 036 977 823
Emerging contractor Reserves		16 693 397	7 325 576	4 875 642	24 992 591	14 565 972	3 565 889	21 960 801
<b>Current liabilities</b>		148 268 553	139 572 029	145 616 668	162 477 249	167 172 153	171 890 448	176 917 481
Accounts payable	6	132 000 312	132 953 121	143 026 668	159 757 749	164 316 678	169 034 973	173 919 233
Provisions	7	16 268 241	6 618 908	2 590 000	2 719 500	2 855 475	2 855 475	2 998 249
<b>Technical liabilities</b>		1 429 474 739	1 476 615 320	1 566 509 308	1 644 834 773	1 727 076 512	1 813 430 338	1 904 101 855
Provision for outstanding claims		51 177 873	49 607 639	29 191 401	30 650 971	32 183 519	33 792 695	35 482 330
Provision for unearned premium		1 081 444 036	1 050 073 418	1 196 092 823	1 255 897 464	1 318 692 337	1 384 626 954	1 453 858 301
Provision for unexpired risk		296 852 830	376 934 263	341 225 085	358 286 339	376 200 656	395 010 689	414 761 223
		<b>6 748 281 131</b>	<b>7 372 463 857</b>	<b>7 608 192 800</b>	<b>8 048 600 267</b>	<b>8 712 111 177</b>	<b>9 408 586 280</b>	<b>10 139 957 960</b>

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
BUDGETED STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2025**

	<b>Accumulated Surplus</b>	<b>Emerging Contractor Reserve</b>	<b>Total</b>
<b>Balance at 2016/2017</b>	<b>4 531 272 035</b>	<b>25 193 022</b>	<b>4 556 465 057</b>
Net surplus for the period	614 072 781		614 072 781
Utilised	8 499 625	(8 499 625)	-
<b>Balance at 2017/2018</b>	<b>5 153 844 441</b>	<b>16 693 397</b>	<b>5 170 537 838</b>
Net surplus for the period	585 738 670		585 738 670
Utilised	9 367 821	(9 367 821)	-
<b>Balance at 2018/2019</b>	<b>5 748 950 932</b>	<b>7 325 576</b>	<b>5 756 276 508</b>
Net surplus for the period	139 790 316		139 790 316
Utilised	2 449 934	(2 449 934)	-
<b>Balance at 2019/2020</b>	<b>5 891 191 182</b>	<b>4 875 642</b>	<b>5 896 066 824</b>
Net surplus for the period	345 221 421		345 221 421
Transfer to reserve	(30 000 000)	30 000 000	-
Utilised	9 883 051	(9 883 051)	-
<b>Balance at 2020/2021</b>	<b>6 216 295 654</b>	<b>24 992 591</b>	<b>6 241 288 245</b>
Net surplus for the period	576 574 267		576 574 267
Utilised	10 426 619	(10 426 619)	-
<b>Balance at 2021/2022</b>	<b>6 803 296 540</b>	<b>14 565 972</b>	<b>6 817 862 512</b>
Net surplus for the period	605 402 983		605 402 983
Utilised	11 000 083	(11 000 083)	-
<b>Balance at 2022/2023</b>	<b>7 419 699 606</b>	<b>3 565 889</b>	<b>7 423 265 495</b>
Net surplus for the period	635 673 130		635 673 130
Transfer to reserve	(30 000 000)	30 000 000	-
Utilised	11 605 088	(11 605 088)	-
<b>Balance at 2023/2024</b>	<b>8 036 977 823</b>	<b>21 960 801</b>	<b>8 058 938 624</b>

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
BUDGETED CASH FLOW STATEMENT  
FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2025**

		2017/2018 Actual R	2018/2019 Actual R	2019/2020 Actual R	2020/2021 Budget R	2021/2022 Budget R	2022/2023 Budget R	2023/2024 Budget R
	<i>Note</i>							
<b>Cash generated from operations</b>	8	157 086 382	184 062 628	108 786 004	-58 804 496	224 560 858	277 309 376	263 038 157
Interest Paid		(11 978)	(31 289)	(4 964)	-	-	-	-
Interest Received		12 970 552	23 905 549	30 003 469	30 903 573	31 830 680	32 785 600	33 769 168
<b>Cash flow from operating activities</b>		<b>170 044 956</b>	<b>207 936 888</b>	<b>138 784 508</b>	<b>-27 900 924</b>	<b>256 391 538</b>	<b>310 094 976</b>	<b>296 807 325</b>
<b>Investing activities</b>								
Additions to property, plant and equipment		(4 746 560)	(3 693 155)	(5 339 373)	(105 050 000)	(2 000 000)	(2 500 000)	(2 000 000)
Additions to intangible asset		-	(352 499)	-	(18 500 000)	(6 000 000)	-	-
Purchase of financial assets		(29 732 149)	(2 366 877)	(14 009 771)	-	-	-	-
Proceeds on sale of financial assets		-	567 262 899	(438 358 422)	-66 130 716	(270 943 534)	(303 973 944)	(298 254 192)
<b>Cash flow from investing activities</b>		<b>(34 478 709)</b>	<b>560 850 368</b>	<b>(457 707 566)</b>	<b>(189 680 716)</b>	<b>-278 943 534</b>	<b>(306 473 944)</b>	<b>(300 254 192)</b>
<b>Cash flow from financing activities</b>								
Claims paid		(9 436 711)	(3 231 118)	(10 813 031)	-	-	-	-
<b>Net decrease in cash and cash equivalents</b>		<b>126 129 536</b>	<b>765 556 138</b>	<b>-329 736 089</b>	<b>-217 581 640</b>	<b>-22 551 996</b>	<b>3 621 032</b>	<b>-3 446 867</b>
<b>Cash and cash equivalents at beginning of year</b>		204 920 558	331 050 094	1 096 606 232	766 870 143	549 288 503	549 288 503	526 736 507
<b>Cash and cash equivalents at the end of the year</b>		<b>331 050 094</b>	<b>1 096 606 232</b>	<b>766 870 143</b>	<b>549 288 503</b>	<b>526 736 507</b>	<b>552 909 535</b>	<b>523 289 641</b>

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
NOTES TO THE BUDGETED FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2024**

**1 Property, plant and equipment**

	<b>Computer equipment R</b>	<b>Office furniture and equipment R</b>	<b>Motor vehicles R</b>	<b>Land and Buildings R</b>	<b>Land and Buildings R</b>	<b>Total R</b>
<b>Balance at 2018/2019</b>						
Opening net carrying amount	8 742 812	11 382 654	1 227 232	17 751 947	53 982 369	<b>93 087 014</b>
Cost	20 794 405	23 782 984	1 920 892 #	17 751 947	75 746 282 #	139 996 510
Accumulated depreciation	(12 051 593)	(12 400 330)	(693 660) #	-	(21 763 913) #	(46 909 496)
Additions	2 075 355	1 617 800	-	-	-	3 693 155
Disposal	(138 841)	(126 828)	(40 001)		17 483	
Depreciation	(2 017 655)	(2 384 188)	1 499	-	(3 681 040)	(8 081 384)
<b>Closing net carrying</b>	<b>8 661 672</b>	<b>10 489 439</b>	<b>1 188 730</b>	<b>17 751 947</b>	<b>50 283 846</b>	<b>88 375 634</b>
Cost	21 751 346	24 591 706	1 565 239 #	17 751 947	75 707 782	141 368 020
Accumulated depreciation	(13 089 674)	(14 102 267)	(376 509)	-	(25 423 936)	(52 992 386)
<b>Balance at 2019/2020</b>						
Opening net carrying amount	8 661 672	10 489 439	1 188 730	17 751 947	50 283 846	88 375 634
Cost	21 751 346	24 591 706	1 565 239	17 751 947	75 707 782	141 368 020
Accumulated depreciation	(13 089 674)	(14 102 267)	(376 509)	-	(25 423 936)	(52 992 386)
Additions	3 709 524	1 629 849	-	-	-	5 339 373
Disposal	(87 204)	(8 186)				(95 390)
Depreciation	(1 682 374)	(1 221 076)	(112 711)	-	(3 785 388)	(6 801 549)
<b>Closing net carrying</b>	<b>10 601 618</b>	<b>10 890 025</b>	<b>1 076 019</b>	<b>17 751 947</b>	<b>46 498 458</b>	<b>86 818 067</b>
Cost	25 373 666	26 213 369	1 565 239	17 751 947	75 707 782	146 612 003
Accumulated depreciation	(14 772 048)	(15 323 343)	(489 220)	-	(29 209 324)	(59 793 935)



**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
NOTES TO THE BUDGETED FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2024**

**1 Property, plant and equipment**

	Computer equipment R	Office furniture and equipment R	Motor vehicles R	Land and Buildings R	Land and Buildings R	Total R
<b>Balance at 2020/2021</b>						
Opening net carrying amount	10 601 618	10 890 026	1 076 019	17 751 947	46 498 458	86 818 068
Cost	25 373 666	26 213 369	1 565 239	17 751 947	75 707 782	146 612 003
Accumulated depreciation	(14 772 048)	(15 323 343)	(489 220)	-	(29 209 324)	(59 793 935)
Additions	20 240 000	16 810 000	500 000	-	67 500 000	105 050 000
Depreciation	(2 576 399)	(3 078 874)	(150 944)	-	(5 285 204)	(11 091 420)
<b>Closing net carrying</b>	<b>28 265 219</b>	<b>24 621 151</b>	<b>1 425 075</b>	<b>17 751 947</b>	<b>108 713 254</b>	<b>180 776 647</b>
Cost	45 613 666	43 023 369	2 065 239	17 751 947	143 207 782	251 662 003
Accumulated depreciation	(17 348 447)	(18 402 217)	(640 164)	-	(34 494 528)	(70 885 355)
<b>Balance at 2021/2022</b>						
Opening net carrying amount	28 265 219	24 621 152	1 425 075	17 751 947	108 713 254	180 776 648
Cost	45 613 666	43 023 369	2 065 239	17 751 947	143 207 782	251 662 003
Accumulated depreciation	(17 348 447)	(18 402 217)	(640 164)	-	(34 494 528)	(70 885 355)
Additions	1 000 000	1 000 000	-	-	-	2 000 000
Depreciation	(2 705 219)	(3 232 817)	(158 491)	-	(5 370 752)	(11 467 279)
<b>Closing net carrying</b>	<b>26 560 000</b>	<b>22 388 334</b>	<b>1 266 583</b>	<b>17 751 947</b>	<b>103 342 503</b>	<b>171 309 368</b>
Cost	46 613 666	44 023 369	2 065 239	17 751 947	143 207 782	253 662 003
Accumulated depreciation	(20 053 666)	(21 635 034)	(798 656)	-	(39 865 279)	(82 352 635)
<b>Balance at 2022/2023</b>						
Opening net carrying amount	26 560 000	22 388 335	1 266 583	17 751 947	103 342 503	171 309 369
Cost	46 613 666	44 023 369	2 065 239	17 751 947	143 207 782	253 662 003
Accumulated depreciation	(20 053 666)	(21 635 034)	(798 656)	-	(39 865 279)	(82 352 635)
Additions	1 000 000	1 000 000	500 000	-	-	2 500 000
Depreciation	(2 840 480)	(3 394 458)	(166 416)	-	(5 639 289)	(12 040 643)

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
NOTES TO THE BUDGETED FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2024**

**1 Property, plant and equipment**

	<b>Computer equipment R</b>	<b>Office furniture and equipment R</b>	<b>Motor vehicles R</b>	<b>Land and Buildings R</b>	<b>Land and Buildings R</b>	<b>Total R</b>
<b>Closing net carrying</b>	<b>24 719 521</b>	<b>19 993 876</b>	<b>1 600 167</b>	<b>17 751 947</b>	<b>97 703 213</b>	<b>161 768 725</b>
Cost	47 613 666	45 023 369	2 565 239	17 751 947	143 207 782	256 162 003
Accumulated depreciation	(22 894 145)	(25 029 492)	(965 072)	-	(45 504 569)	(94 393 278)
<b>Balance at 2023/2024</b>						
Opening net carrying amount	24 719 521	19 993 877	1 600 167	17 751 947	97 703 213	161 768 726
Cost	47 613 666	45 023 369	2 565 239	17 751 947	143 207 782	256 162 003
Accumulated depreciation	(22 894 145)	(25 029 492)	(965 072)	-	(45 504 569)	(94 393 278)
Additions	1 000 000	1 000 000	-	-	-	2 000 000
Depreciation	(2 982 504)	(3 564 181)	(174 737)	-	(5 921 254)	(12 642 675)
<b>Closing net carrying</b>	<b>22 737 017</b>	<b>17 429 695</b>	<b>1 425 431</b>	<b>17 751 947</b>	<b>91 781 960</b>	<b>151 126 049</b>
Cost	48 613 666	46 023 369	2 565 239	17 751 947	143 207 782	258 162 003
Accumulated depreciation	(25 876 649)	(28 593 673)	(1 139 808)	-	(51 425 822)	(107 035 953)

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
NOTES TO THE BUDGETED FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2024**

**2 Intangible Asset**

	<b>Software development</b>	<b>Total</b>
<b>Balance at 2018/2019</b>		
Opening net carrying amount	<b>86 215 158</b>	<b>86 215 159</b>
Cost	121 906 772	121 906 773
Accumulated Amortisation	(35 691 614)	(35 691 614)
Additions	352 499	352 499
Amortisation	(15 276 266)	(15 276 266)
<b>Closing net carrying amount</b>	<b>71 291 392</b>	<b>71 291 392</b>
Cost	122 230 124	122 230 125
Accumulated Amortisation	(50 938 732)	(50 938 732)
<b>Balance at 2019/2020</b>		
Opening net carrying amount	<b>71 291 392</b>	<b>71 291 392</b>
Cost	122 230 124	122 230 125
Accumulated Amortisation	(50 938 732)	(50 938 732)
Disposal	(61 537)	(61 537)
Amortisation on Disposals	56 537	56 537
Amortisation	(15 272 400)	(15 272 400)
<b>Closing net carrying amount</b>	<b>56 013 992</b>	<b>56 013 993</b>
Cost	122 168 587	122 168 587
Accumulated Amortisation	(66 154 595)	(66 154 595)

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL  
NOTES TO THE BUDGETED FINANCIAL STATEMENTS  
FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2024**

**2 Intangible Asset**

	<b>Software development</b>	<b>Total</b>
<b>Balance at 2020/2021</b>		
Opening net carrying amount	<b>56 013 992</b>	<b>56 013 992</b>
Cost	122 168 587	122 168 588
Accumulated Amortisation	(66 154 595)	(66 154 595)
Additions	18 500 000	18 500 000
Amortisation	(15 671 146)	(15 671 146)
<b>Closing net carrying amount</b>	<b>58 842 846</b>	<b>58 842 846</b>
Cost	140 668 587	140 668 587
Accumulated Amortisation	(81 825 741)	(81 825 741)
<b>Balance at 2021/2022</b>		
Opening net carrying amount	58 842 846	58 842 846
Cost	140 668 587	140 668 588
Accumulated Amortisation	(81 825 741)	(81 825 741)
Additions	6 000 000	6 000 000
Amortisation	(17 170 125)	(17 170 125)
<b>Closing net carrying amount</b>	<b>64 842 846</b>	<b>64 842 846</b>
Cost	146 668 587	146 668 587
Accumulated Amortisation	(81 825 741)	(81 825 741)
<b>Balance at 2022/2023</b>		
Opening net carrying amount	64 842 846	64 842 846
Cost	146 668 587	146 668 588
Accumulated Amortisation	(81 825 741)	(81 825 741)
Amortisation	(18 028 631)	(18 028 631)
<b>Closing net carrying amount</b>	<b>46 814 214</b>	<b>46 814 214</b>
Cost	128 639 956	128 639 956
Accumulated Amortisation	(81 825 741)	(81 825 741)

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL**  
**NOTES TO THE BUDGETED FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2025**

	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
	R	R	R	R	R	R	R
<b>3 Investment in securities</b>							
Available-for-sale investments							
Opening balance	5 600 622 985	6 208 779 009	6 042 791 480	6 641 412 639	7 181 261 505	7 875 249 586	8 576 216 456
Interest received and Investment income	405 516 592	451 500 505	456 840 482	408 133 000	484 612 800	508 843 440	534 285 612
Administration fee	(10 367 419)	(10 611 322)	(8 906 968)	(9 500 000)	(12 600 000)	(13 230 000)	(13 891 500)
Fair value net gains/ (loss)	197 549 213	(17 350 295)	(288 988 951)	21 314 525	53 712 604	56 398 234	29 609 073
(Withdrawal) / Additions	15 457 638	(589 526 417)	439 676 596	119 901 341	168 262 677	148 955 196	245 210 039
	<b>6 208 779 009</b>	<b>6 042 791 480</b>	<b>6 641 412 639</b>	<b>7 181 261 505</b>	<b>7 875 249 586</b>	<b>8 576 216 456</b>	<b>9 371 429 680</b>
<b>4 Accounts receivable</b>							
Trade debtors	75 263 119	98 378 790	48 776 777	69 767 495	63 424 995	57 659 086	52 417 351
Provision for bad debts	(72 409 926)	(61 007 113)	(30 641 038)	(27 855 489)	-25 323 172	(23 021 065)	(20 928 241)
Sundry debtors	13 138 432	24 086 754	28 469 172	27 045 713	28 397 999	29 817 899	29 817 899
	<b>15 991 624</b>	<b>61 458 431</b>	<b>46 604 911</b>	<b>68 957 719</b>	<b>66 499 822</b>	<b>64 455 920</b>	<b>61 307 009</b>
<b>5 Cash and cash equivalents</b>							
Bank	252 242 894	450 551 639	559 078 618	331 124 687	297 680 921	312 564 967	282 796 875
Short-term bank deposits	93 003	77 496	172 851	164 208	155 998	-	148 198
Call Account	78 714 197	645 977 096	207 618 674	217 999 608	228 899 588	240 344 567	240 344 567
	<b>331 050 094</b>	<b>1 096 606 232</b>	<b>766 870 143</b>	<b>549 288 503</b>	<b>526 736 507</b>	<b>552 909 535</b>	<b>523 289 641</b>
<b>6 Accounts payable</b>							
Accounts payable	24 032 368	25 408 892	30 969 175	45 459 106	47 732 062	50 118 665	52 624 598
Leave Accrual	24 291 534	22 537 063	27 986 278	28 546 004	29 116 924	29 699 262	30 293 247
Deposits Gaurantees	24 402 567	34 421 080	43 713 631	44 587 904	45 479 662	46 389 255	47 317 040
Sundry creditors	59 273 843	50 586 086	40 357 584	41 164 736	41 988 030	42 827 791	43 684 347
	<b>132 000 312</b>	<b>132 953 121</b>	<b>143 026 668</b>	<b>159 757 749</b>	<b>164 316 678</b>	<b>169 034 973</b>	<b>173 919 233</b>

**NATIONAL HOME BUILDERS REGISTRATION COUNCIL**  
**NOTES TO THE BUDGETED FINANCIAL STATEMENTS (continued)**  
**FOR THE YEAR ENDING 31 MARCH 2020 TO 31 MARCH 2025**

	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
	R	R	R	R	R	R	R
<b>7 Provision</b>							
Legal disputes	1 305 979	6 618 908	2 590 000	2 719 500	2 855 475	2 998 249	3 148 161
Other	14 962 262	-	-	-	-	-	-
	<b>16 268 241</b>	<b>6 618 908</b>	<b>2 590 000</b>	<b>2 719 500</b>	<b>2 855 475</b>	<b>2 998 249</b>	<b>3 148 161</b>
<b>8 Reconciliation of surplus to cash generated from operations</b>							
Surplus for the period	614 072 781	585 738 670	139 790 316	345 221 421	576 574 267	605 402 983	635 673 130
Adjust for non cash items:							
Depreciation of property, plant and equipment	8 611 544	8 081 384	6 801 548	8 318 565	11 645 991	12 228 291	12 839 705
Armortisation of Intangible Asset	15 238 120	15 276 266	15 272 400	15 671 146	17 170 125	18 028 631	18 930 063
Claims paid	9 436 711	3 231 118	10 813 031				
Transaction cost on investment	1 303 958	724 845	556 566	592 743	631 272	672 304	716 004
Net loss on disposal of property plant and equipment	1 152 885	323 177	100 393	110 433	117 611	125 256	125 256
Administration fee	10 367 419	10 611 322	8 906 968	9 500 000	12 600 000	13 230 000	13 891 500
Fair value gain on financial instruments	(197 549 213)	17 350 295	288 988 951	21 314 525	53 712 604	56 398 234	29 609 073
Dividend received	(13 766 575)	(16 475 368)	(17 868 438)	(13 583 333)	(17 115 000)	(17 970 750)	(18 869 288)
Movement in provisions	73 128 417	47 140 581	89 893 988	78 325 465	82 241 739	86 353 826	90 671 517
Movement in technical provision	(8 441 559)	(9 649 332)	(4 028 881)	(4 230 325)	(4 441 841)	(4 663 933)	(4 897 130)
Interest paid	11 978	31 289	4 964	5 461	-	-	-
Interest received	(391 750 016)	(435 025 136)	(456 840 482)	(481 966 709)	(508 474 877)	(490 872 690)	(515 416 325)
<b>Operating income before working capital changes</b>	<b>121 816 450</b>	<b>227 359 111</b>	<b>82 391 325</b>	<b>(20 720 607)</b>	<b>224 661 890</b>	<b>278 932 152</b>	<b>263 273 506</b>
(Increase) / Decrease in inventory	21 906	1 217 543	1 467 641	1 000 000	2 000 000	1 051 617	1 500 000
(Increase) / Decrease in accounts receivable	29 297 451	(45 466 807)	14 853 520	(22 352 808)	2 457 897	2 043 902	3 148 911
Increase / (Decrease) in accounts payable	5 950 575	952 781	10 073 520	(16 731 081)	(4 558 929)	(4 718 295)	(4 884 260)
	<b>157 086 382</b>	<b>184 062 628</b>	<b>108 786 004</b>	<b>(58 804 496)</b>	<b>224 560 858</b>	<b>277 309 376</b>	<b>263 038 157</b>

<b>NATIONAL HOME BUILDERS REGISTRATION COUNCIL</b>					
<b>ANNUAL ESTIMATED CONSOLIDATED BUDGET BY DIVISION</b>					
<b>2020-2021</b>					
<b>DESCRIPTION</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>	<b>GRAND TOTAL</b>
	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>
<b>REVENUE</b>					
ENROLMENTS NON-SUBSIDY	25 292 678	75 878 035	151 756 071	252 926 785	505 853 569
ENROL FEE : SUBSIDY HOME	390 048	1 170 144	2 340 289	3 900 481	7 800 962
ENROL FEE : CONSOLIDATION	6 591 003	19 773 008	39 546 016	65 910 027	131 820 055
ENROL FEE : SUBSIDY PROJECT	996 480	2 989 440	5 978 880	9 964 801	19 929 602
REGISTRATION : ADMIN FEES	76 854	230 563	461 126	768 544	1 537 088
REGISTRATION : ANNUAL FEES	61 474	184 423	368 845	614 742	1 229 484
RENEWAL : ANNUAL FEES	234 581	703 742	1 407 485	2 345 808	4 691 616
BUILDER MANUALS	60 395	181 185	362 371	603 951	1 207 903
LATE ENROLMENT	29 882	89 646	179 292	298 820	597 640
FORENSIC ASSESSMENTS	500 000	1 500 000	3 000 000	5 000 000	10 000 000
GEO TECH ASSESSMENT	125 000	375 000	750 000	1 250 000	2 500 000
LEGAL DC PENALTY	140 000	420 000	840 000	1 400 000	2 800 000
TECHNICAL SERVICE	50 000	150 000	300 000	500 000	1 000 000
<b>REVENUE TOTAL</b>	<b>34 548 396</b>	<b>103 645 188</b>	<b>207 290 376</b>	<b>345 483 959</b>	<b>690 967 919</b>

<b>NATIONAL HOME BUILDERS REGISTRATION COUNCIL</b>					
<b>ANNUAL ESTIMATED CONSOLIDATED BUDGET BY DIVISION</b>					
<b>2020-2021</b>					
<b>DESCRIPTION</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>	<b>GRAND TOTAL</b>
	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>
<b>EXPENSES</b>					
ACCREDITATION FEES	65 625	65 625	65 625	65 625	262 500
AUDIT COSTS	1 500 000	1 500 000	1 500 000	1 500 000	6 000 000
BANK CHARGES AND CARD FEES	637 500	637 500	637 500	637 500	2 550 000
C/P:BUSINESS&ADVISORY SERV	2 641 667	2 641 667	2 641 667	2 641 667	10 566 667
C/P:BUS&ADV SER:RESEARCH&ADVISOR	1 250 000	1 250 000	1 250 000	1 250 000	5 000 000
CATERING: INTERNAL ACTIVITIES	408 252	408 252	408 252	408 252	1 633 008
COMMUNICATION COSTS	3 562 500	3 562 500	3 562 500	3 562 500	14 250 000
COMPUTER SERVICES COSTS	6 979 191	6 979 191	6 979 191	6 979 191	27 916 763
CONTRCTRS: TRNSPRT/ RELCTN CONTR	328 125	328 125	328 125	328 125	1 312 500
CONTRCTRS:PLANT FLOWRS&OTHR DEC	86 543	86 543	86 543	86 543	346 172
COST OF BUILDER MANUALS	216 845	216 845	216 845	216 845	867 381
COST OF CERTIFICATES	52 589	52 589	52 589	52 589	210 354
COUNCIL COSTS	1 177 509	1 177 509	1 177 509	1 177 509	4 710 038
DISCIPLINARY COMMITTEE COSTS	1 340 575	1 340 575	1 340 575	1 340 575	5 362 300
GENERAL OFFICE COSTS(Unifrom,Grocery)	1 029 319	1 029 319	1 029 319	1 029 319	4 117 275
GENERATOR EXPENSES	115 391	115 391	115 391	115 391	461 563
INV STA&PRNT:PRINTING	315 017	315 017	315 017	315 017	1 260 066
INV STA&PRNT:STATIONERY	447 370	447 370	447 370	447 370	1 789 478
LEGAL SERVICES COSTS	2 865 625	2 865 625	2 865 625	2 865 625	11 462 500
MARKETING COSTS	3 884 063	3 884 063	3 884 063	3 884 063	15 536 250
MINOR ASSETS COSTS	193 856	193 856	193 856	193 856	775 425



<b>NATIONAL HOME BUILDERS REGISTRATION COUNCIL</b>					
<b>ANNUAL ESTIMATED CONSOLIDATED BUDGET BY DIVISION</b>					
<b>2020-2021</b>					
	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>	<b>GRAND TOTAL</b>
<b>DESCRIPTION</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>
<b>EXPENSES</b>					
O/P:COURIER & DELIVERY SERVS	137 564	137 564	137 564	137 564	550 256
O/P:NON LIFE INSURANCE PRM	500 000	500 000	500 000	500 000	2 000 000
O/P:PROF BODIES, MEMB&SUBSC FEES	149 546	149 546	149 546	149 546	598 185
O/P:STORAGE OF FILES	271 563	271 563	271 563	271 563	1 086 250
OP/L:HIRE AND RENTAL:EQUIPMENT	763 450	763 450	763 450	763 450	3 053 801
OP/L:RENTAL OF PREMISES	4 373 487	4 373 487	4 373 487	4 373 487	17 493 949
P/P:CLEANING SERVICES	597 723	597 723	597 723	597 723	2 390 894
P/P:CONFERENCING,EVENT & WORKSHOPS	421 875	421 875	421 875	421 875	1 687 500
P/P:CONTRCTD MAINT PROP	221 550	221 550	221 550	221 550	886 200
P/P:CONTRCTD REF&REH PROP	385 313	385 313	385 313	385 313	1 541 250
P/P:LEASE OPERATING COSTS	412 868	412 868	412 868	412 868	1 651 470
P/P:MUN RATES AND TAXES	470 125	470 125	470 125	470 125	1 880 500
P/P:SAFEGUARD&SECURITY	959 375	959 375	959 375	959 375	3 837 500
P/P:WATER & ELECTR SERVICES	1 223 371	1 223 371	1 223 371	1 223 371	4 893 486
POSTAGE	121 276	121 276	121 276	121 276	485 103
SALARIES AND WAGES	130 207 734	130 207 734	130 207 734	130 207 734	520 830 937
SPECIAL PROJECTS	43 750	43 750	43 750	43 750	175 000
TECHNICAL SERVICE	2 000 000	2 000 000	2 000 000	2 000 000	8 000 000
TRAIN & DEV:EMPLOYEES AND BURSARIES	814 307	814 307	814 307	814 307	3 257 228
TRAIN & DEV:INTERNS- STEP	631 250	631 250	631 250	631 250	2 525 000
TRAIN & DEV:WOMEN,YOUTH,DSP,VETS	2 821 875	2 821 875	2 821 875	2 821 875	11 287 500
TRAVEL AND SUBSISTANCE COSTS	4 214 440	4 214 440	4 214 440	4 214 440	16 857 759
TRAVEL COST INSPECTORATE	7 264 913	7 264 913	7 264 913	7 264 913	29 059 652
VENUES AND FACILITIES	495 938	495 938	495 938	495 938	1 983 750
<b>EXPENSES TOTAL</b>	<b>188 821 912</b>	<b>188 821 912</b>	<b>188 821 912</b>	<b>188 821 912</b>	<b>755 287 646</b>

<b>NATIONAL HOME BUILDERS REGISTRATION COUNCIL</b>					
<b>ANNUAL ESTIMATED CONSOLIDATED BUDGET BY DIVISION</b>					
<b>2020-2021</b>					
<b>DESCRIPTION</b>	<b>QUARTER 1</b>	<b>QUARTER 2</b>	<b>QUARTER 3</b>	<b>QUARTER 4</b>	<b>GRAND TOTAL</b>
	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>	<b>2020-2021 Budget</b>
<b><i>SURPLUS/ (DEFICIT) BEFORE INTEREST AND DEPRECIATION</i></b>	<b><i>(154 273 516)</i></b>	<b><i>(85 176 724)</i></b>	<b><i>18 468 464</i></b>	<b><i>156 662 048</i></b>	<b><i>-64 319 727</i></b>
<b>DEPRECIATION AND AMORTISATION</b>					
AMORTISATION	3 917 786	3 917 786	3 917 786	3 917 786	15 671 146
DEPRECIATION	2 079 641	2 079 641	2 079 641	2 079 641	8 318 565
<b><i>DEPRECIATION AND AMORTISATION TOTAL</i></b>	<b><i>5 997 428</i></b>	<b><i>5 997 428</i></b>	<b><i>5 997 428</i></b>	<b><i>5 997 428</i></b>	<b><i>23 989 711</i></b>
<b>INVESTMENT INCOME</b>					
INTEREST RECEIVED : CURRENT ACCOUNT	5 237 500	5 237 500	5 237 500	5 237 500	20 950 000
INTEREST RECEIVED : INVESTMENT	95 545 083	95 545 083	95 545 083	95 545 083	382 180 333
INTEREST RECEIVED : SALARY ACCOUNT	15 000	15 000	15 000	15 000	60 000
INTEREST RECEIVED : TRUST ACCOUNT	556 500	556 500	556 500	556 500	2 226 000
DIVIDEND INCOME	4 075 000	4 075 000	4 075 000	4 075 000	16 300 000
REALIZED GAIN	5 328 631	5 328 631	5 328 631	5 328 631	21 314 525
C/P:FUND MANAGEMENT FEES	(2 375 000)	(2 375 000)	(2 375 000)	(2 375 000)	(9 500 000)
<b><i>INVESTMENT INCOME TOTAL</i></b>	<b><i>108 382 715</i></b>	<b><i>108 382 715</i></b>	<b><i>108 382 715</i></b>	<b><i>108 382 715</i></b>	<b><i>433 530 859</i></b>
<b><i>SURPLUS/ (DEFICIT) FOR THE PERIOD</i></b>	<b><i>(51 888 229)</i></b>	<b><i>17 208 563</i></b>	<b><i>120 853 751</i></b>	<b><i>259 047 335</i></b>	<b><i>345 221 421</i></b>

**National Home Builders Registration Council**  
**CONSOLIDATED CAPITAL BUDGET**  
**2020-2021**  
**PER STAFF**

	<b>20 000</b>	<b>20 000</b>		<b>20 000</b>	<b>400 000</b>	<b>15 000</b>	
<b>Depreciation Rates</b>	<b>20,00%</b>	<b>20,00%</b>	<b>12,50%</b>	<b>6,70%</b>	<b>10,00%</b>	<b>10,00%</b>	<b>5,00%</b>

2020 - 2021								
	Computer Equipment	Desk Top	Software	Office Furniture	Motor Vehicles	Office Equipment	Building	2020-2021
Marketing and Communication	60 000	-	-	-	-	100 000	-	160 000
Strategic Planning	-	-	-	-	-	-	-	-
Risk Management	-	-	500 000	-	-	7 500 000	-	8 000 000
Facilities	-	-	-	400 000	-	300 000	-	700 000
Eric Molobi School of Excellence	-	-	-	-	500 000	500 000	2 500 000	3 500 000
Eric Molobi Testing	-	-	-	-	-	1 000 000	-	1 000 000
Executive Manager: Business	-	-	-	-	-	-	-	-
IT / BMS	14 000 000	-	10 000 000	-	-	-	-	24 000 000
SAP Project	-	-	8 000 000	-	-	-	-	8 000 000
Project Management Office	-	-	-	-	-	-	-	-
Technical Services	6 000 000	-	-	-	-	1 000 000	-	7 000 000
	-	-	-	-	-	-	-	-
<b>Total Central Office</b>	<b>20 060 000</b>	<b>-</b>	<b>18 500 000</b>	<b>400 000</b>	<b>500 000</b>	<b>10 400 000</b>	<b>2 500 000</b>	<b>52 360 000</b>

2020 - 2021								
Provinces								
Eastern Cape	20 000	-	-	400 000	-	150 000	-	570 000
Free State	20 000	-	-	400 000	-	150 000	-	570 000
Gauteng	20 000	-	-	1 000 000	-	15 000	-	1 035 000
KwaZulu Natal	20 000	-	-	1 000 000	-	150 000	30 000 000	31 170 000
Mpumalanga	20 000	-	-	100 000	-	15 000	-	135 000
Northern Cape	20 000	-	-	100 000	-	15 000	-	135 000
Limpopo	20 000	-	-	500 000	-	15 000	-	535 000
North West	20 000	-	-	100 000	-	150 000	-	270 000
Western Cape	20 000	-	-	1 000 000	-	150 000	35 000 000	36 170 000
<b>Total Provinces</b>	<b>180 000</b>	<b>-</b>	<b>-</b>	<b>4 600 000</b>	<b>-</b>	<b>810 000</b>	<b>65 000 000</b>	<b>70 590 000</b>

2020 - 2021								
Satellites								
Eastern Cape - E. London	-	-	-	200 000	-	-	-	200 000
Free State - Bethlehem	-	-	-	20 000	-	-	-	20 000
Gaut-Tshwane	-	-	-	40 000	-	-	-	40 000
KZN-New Castle	-	-	-	20 000	-	-	-	20 000
KZN-Richards Bay	-	-	-	20 000	-	-	-	20 000
Limpopo-Tzaneen	-	-	-	20 000	-	-	-	20 000
Limpopo-Bela Bela	-	-	-	20 000	-	-	-	20 000
Mpumalanga-Witbank	-	-	-	20 000	-	-	-	20 000
North West-Klerksdorp	-	-	-	20 000	-	-	-	20 000
North West-Mafikeng	-	-	-	20 000	-	-	-	20 000
Western Cape - George	-	-	-	200 000	-	-	-	200 000
<b>Total Satellites</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600 000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600 000</b>

<b>Grand Total</b>	<b>20 240 000</b>	<b>-</b>	<b>18 500 000</b>	<b>5 600 000</b>	<b>500 000</b>	<b>11 210 000</b>	<b>67 500 000</b>	<b>123 550 000</b>
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