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South African Council
for the Architectural Profession

Annual Performance Plan for FY2020/21

17-18 July 2019

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1. Statement by the President

As the 5th term Council President, I am elated to present the strategy of the 5th Term Council prepared in line with Department of Monitoring & Evaluation (DPME) Framework for strategic plans. The strategy of the 5th term Council aligns to the broad strategies and policies of Government. A transformed architectural profession in a sustainable built environment will contribute to the achievement of the National Development Plan (NDP) priorities.

This regulatory strategy is a watershed document for the architectural profession in that it charts our regulatory journey over the next 4 years towards building an inclusive and sustainable architectural profession. The strategic intent of this document is to outline the 5th term's approach in discharging the statutory mandate over the short, medium and long term.

Chief among our regulatory mandate is the duty to protect the public by setting standards for person's education and training, professional skills, conduct, performance and ethics; keep a register of persons who meet the standards; approve programmes which persons must complete to register; and take action when registered persons on the register do not meet the standards. We have developed standards, policies and procedures to ensure that we fulfil our regulatory mandate.

One of the biggest challenges that the profession faces is persons who are not registered but represent themselves as registered persons. These persons accept money from unsuspecting members of the public and disappear without providing a service. Our strategic relationship with the South African Police Services has not yielded any results over the past years, thus actions plans are being developed to prosecute these persons directly.

The development of this strategy was guided by the mandate of SACAP as prescribed by the Architectural Profession Act and the transformation of the architectural profession imperatives. Transformation is a national strategic imperative in our country and it is a fundamental tenet in the vision and strategy of the 5th Term Council. The architectural profession remains untransformed after 25 years of democracy, as a result, the 5th Term Council has prioritised transformation of the profession.

The 5th Term Council seeks to build a profession which is inclusive, and transparent. Build a profession that is a global leader in the built environment while clearly articulating the mandate of SACAP amongst other regulators and stakeholders so as to achieve a comprehensive conclusive delivery to the South African society.

Our ultimate vision is to be leaders in transformed profession in a sustainable built environment. Consequently, the 5th Term Council is committed to the implementation of the strategy.

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Ntsindiso Charles Nduku (PrArch)

President of the 5th Council

Statement by the Registrar

This document serves as the South Africa Council for the Architectural Profession (SACAP) Annual Performance Plan (APP) for the Financial Year (FY) 2020/21 and signifies the commencement and commitment of the 5th Term Council to deliver on its mandate as per the Key Performance Indicators (KPIs) outlined in the Strategic Plan. This APP is based on the Council's Strategic Plan FY 2020 - 24.

The Strategic Plan defines the organization's strategic objectives which have been aligned to key government priorities (Government Seven Point Plan) outlined in the Medium-Term Strategic Framework Policy (MTSF) for FY 2019-2024, the National Development Plan (NDP) 2030.

The core regulatory mandate of SACAP is to protect the public by setting standards for person's education and training, professional skills, conduct, performance and ethics; keep a register of persons who meet the standards; approve programmes which persons must complete to register; and take action when registered persons on the register do not comply with the Code of Conduct. We have developed standards, policies and procedures to ensure that we fulfil SACAP regulatory mandate.

SACAP seeks to improve its regulation of the profession by introducing effective and efficient mechanism through streamlined services that will ensure that it becomes a reputable professional regulatory body. Surveys will be undertaken to identify areas in the operations that require more focused attention to improve stakeholder experience. We will focus on the reduction of turn around times within the entire organization.
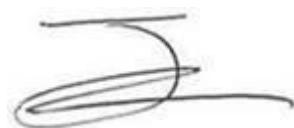
An overhaul of the information communication technology, data and records management systems is very critical. In order to ensure that we improve our stakeholder experience, we have upgraded the Information Technology Infrastructure. This will improve our online registration; continuing professional development; monthly training records; complaints handling and stakeholder engagement. Furthermore, the publication of the guideline professional fees and the identification of work is a priority under this period.

With the improved information technology infrastructure, we intend to establish a functional registration system, Monthly Training Records, Continuing Professional Development and streamline all our internal processes. Efficient and effective information technology infrastructure will enhance online renewal of registration and the introduction of the payment portal.

Stakeholder engagement and advocacy is key to the operations of the SACAP. Council approved the Stakeholder Engagement Plan, which identifies primary and secondary stakeholders and directs on how the SACAP will engage and interact with the stakeholders. Stakeholders will play a critical role in promoting the profession. SACAP will also undertake public awareness campaigns to promote and rebrand the profession.

Furthermore, we intend to building relations with regulatory bodies within the built environment and all Government Departments that runs infrastructure project to ensure that all persons who are registered and in good standing are appointed in these projects. Furthermore, we intend to partner with other bodies to establish research capability within the SACAP.

SACAP remains committed to regulate the profession to protect the public and the built environment to enhance the status and the reputation of the architectural profession.
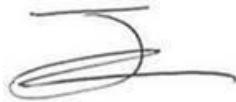
Adv. Toto Jeremiah Fiduli

Registrar of SACAP

2.   Official sign-off

It is hereby certified that this APP:

- Was developed by the management of SACAP under the guidance of 5th Term Council Members.
- The APP takes into account all the relevant policies, legislation and other mandates for which the South Africa Council for the Architectural Profession (SACAP) is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the SACAP will endeavor to achieve over the period 2020/2014.

Adv. Toto Fiduli. Signature: _____

Registrar

Approved by:

Charles Nduku. Signature: _____

President

3.   Part A: our mandate

SACAP is legally charged to regulate the architectural profession in South Africa in terms of the Architectural Profession Act No. 44 of 2000 ("the Act"). The profession includes professional architects, professional senior architectural technologists, professional architectural technologists, professional draughtspersons, specified categories and candidates in each of the categories of registration, all of whom are required to be registered with SACAP.

Below are the mandates as prescribed by the Architectural Profession Act:

1) Register:

a. keep a register of registered persons;
b. decide on the form of certificates and the register to be kept;
c. maintain a register or issuing of certificates;
d. reviewing of the register and certificates and the manner in which alterations thereto may be affected;
e. determine conditions for the renewal of registration;
f. Cancel the registration of a registered person as prescribed by Section 20 of the Act.

2) Determination of fees and charges:

a. determine application fees; registration fees; and annual fees, or portion thereof, in respect of a part of a year;
b. determine the date on which any fee or charge is payable;
c. determine the fees, or portion thereof, payable in respect of any examination referred to in section 19, conducted by or on behalf of the Council;

3) Education in architecture

a. Subject to sections 5 and 7 of the Higher Education Act, 1997 (Act No. 101 of 1997), conduct accreditation visits to any educational institution which has a department, school or faculty of architecture, but must conduct at least one such visit during its term of office.
b. Conditionally or unconditionally grant, refuse or withdraw accreditation to all educational institutions and their educational programmes with regard to architecture;
c. Consult with the Council on Higher Education established in terms of the Higher Education Act, 1997, regarding matters relevant to education in architecture;
d. Consult with the South African Qualifications Authority established by the National Qualifications Framework Act 67 of 2008., or anybody established by it and the Voluntary Associations, to determine competency standards for the purpose of registration.
e. Establish mechanisms for registered persons to gain recognition of their qualifications and professional status in other countries;
f. Liaise with the relevant National Standards Body established in terms of Chapter 3 of the regulations under the National Qualifications Framework Act 67 of 2008. with a view to the establishment of a standards generating body in terms of those regulations;
g. Recognise or withdraw the recognition of any examination contemplated in Section 19;
h. Enter into an agreement with any person or body of persons, within or outside the Republic, with regard to the recognition of any examination or qualification for the purposes of this Act;
i. Give advice or render assistance to any educational institution, Voluntary Association or examining body with regard to educational facilities for and the training and education of registered persons and prospective registered persons;
j. conduct any examination for the purposes of section 19; and
k. Determine, after consultation with the Voluntary Associations and registered persons, conditions relating to and the nature and extent of continuing education and training.
l. Establish and administer an education fund for the purpose of education, training and continuing education and training of registered persons and students in the architectural profession.

4) **General mandates of Council**

    a. Determine, subject to section 25, the requirements with which a Voluntary Association must comply to qualify for recognition by the Council;

    b. The Council may, if the Voluntary Association complies with the requirements determined in terms of section 14(d), recognise that association and issue it with a certificate of recognition;

    c. Advise the Minister, any other Minister or the CBE on any matter relating to the architectural profession;

    d. Encourage and itself undertake research into matters relating to the architectural profession;

    e. Take any steps it considers necessary for the protection of the public in their dealings with registered persons for the maintenance of the integrity and the enhancement of the status of the architectural profession;

    f. Take any steps it considers necessary for the improvement of the standards of services rendered by registered persons;

    g. Create an awareness amongst registered persons of the importance to protect the environment against unsound architectural practices;

    h. take any steps which it considers necessary, where, as a result of architectural related undertakings, public health and safety is prejudiced;

    i. Print, circulate, sell and administer the publication of, and generally take any steps necessary to publish, any publication relating to the architectural profession and related matters.

5) **Financial mandate**

    a. Collect and invest funds of the Council;

    b. Keep full and correct account of all monies received and expended by it;

    c. Prepare a statement of income and expenditure and a balance sheet showing its financial position as at the close of the financial year to which it relates;

    d. The statement and balance sheet must be audited by an auditor registered in terms of the Public Accountants' and Auditors' Act, 1991 (Act No. 80 of 1991);

    e. Six months from the close of each financial year or such other period as may be agreed to by the Minister after a request by the Council, submit the audited statement and balance sheet to the Minister and must provide a copy to the CBE;

    f. Six months from the close of each financial year, provide the CBE with a report regarding its activities during that financial year, for the purpose of section 4 of the Council for the Built Environment Act, 2000;

6) **Practising architecture**

    a. A person may not practise in any of the categories contemplated in subsection (1), unless he or she is registered in that category;

    b. A person who is registered in the category of candidate must perform work in the architectural profession only under the supervision and control of a professional of a category as prescribed;

    c. A registered person must use his or her title in all architectural reports and other documentation relating to his or her work in the architectural profession, prepared by or for him or her;

    d. The council may determine abbreviations or acronyms for the titles referred to in subsection (1);

    e. A person who is not registered in terms of this Act, may not perform any kind of work identified for any category of registered persons; pretend to be, or in any manner hold or allow himself or herself to be held out as a person registered in terms of this Act; use the name of any registered person or any name or title referred to in section 18 or 21; or perform any act indicating, or calculated to lead persons to believe, that he or she is registered in terms of this Act.

    f. (4) Subsection (3)(a) of section 26 of the Act may not be construed as prohibiting any person from performing work identified in terms of this section, if such work is performed in the service of or by order of and under the direction, control, supervision of or in association with a registered person entitled to perform the work identified and who must assume responsibility for any work so performed

7) **Identification of work**

    a. Council must consult with all Voluntary Associations; any person; anybody; or any industry, regarding the identification of the type of architectural work which may be performed by persons registered; and

b. After the process of consultation, the council must submit recommendations to the CBE regarding the work identified in terms of subsection (1), for its consideration and identification in terms of section 20 of the Council for the Built Environment Act, 2000.

8) **Professional Guideline Fees**

a. Council must annually, after consultation with the Voluntary Associations determine guideline professional fees and publish those fees in the Gazette; and

b. Ensure that the principles upon which determination of fees which registered persons are entitled to charge in terms of Section 34 of the Act are in accordance with any legislation relating to the promotion of competition

9) **Professional conduct**

a. Council must, in consultation with the CBE, voluntary associations and registered persons, draw up a code of conduct for registered persons;
b. Council must administer the code of conduct and must ensure that the code is available to all members of the public at all reasonable times.

10) **Investigation of charge of improper conduct**

a. Council must investigate any complaint where Council has reasonable grounds to suspect that a registered person has committed an act which may render him or her guilty of improper conduct; or a complaint, charge or allegation of improper conduct has been brought against a registered person by any person;

b. If the Council is convinced that sufficient grounds exist for a charge to be preferred against such a registered person. The council must furnish a charge sheet to the registered person;

c. The council must appoint a disciplinary tribunal to hear a charge of improper conduct if a person charged.

11) **Appeals**
a. A registered person found guilty of improper conduct may appeal to the Council against a finding of the disciplinary tribunal or against the sentence, or both;

b. A registered person may on payment of the prescribed fees and within 30 days from the date on which the refusal or cancellation came to his or her knowledge, appeal to the council against that decision.

4.   PART B: Our strategic focus

4.1 Updated Situational Analysis

SACAP has adopted the Revised Framework for Strategic Plans and Annual Performance plans in the next strategy term of 2020-2024. The revised framework shifts strategy development from the conventional goals and objectives to a more measurable impact and outcomes-based strategy. This new framework is reflected in this new strategy report

A PESTEL analysis was conducted to determine some of the key factors which would shape the organisation's strategy. The following figure provides an overview of the considerations that were taken forward.

- Land Reform – may not affect SACAP directly, but will affect the rate at which construction takes place
- Alignment to national and international imperatives
- Deterring property investors due to political climate

- Rise of the construction Mafia
- Lack of awareness of the architectural profession
- Students from disadvantaged backgrounds find equipment expensive
- Competition against professions such as health, law and engineering

- Requirements for eco-friendly buildings
- Utilisation of recycled materials in buildings

Political | Economy | Social | Technology | Environment | Legal

- The current unemployment rate and requirement for job creation
- SA's credit rating
- Decline in the nominal value of construction projects awarded*
- Increase in brownfield investments

- Will 4IR affect the way architects are required to engage in their environment?
- Cost of technology to operational overheads

- Lack of Municipal awareness on SACAP registered professional requirements

Figure 1: PESTEL Analysis

Below are some of the key considerations from this PESTEL:

- There is a decline in the nominal value of construction projects awarded[1], resulting in a predictable reduced utilization of architectural professionals.

- It is expensive to study architecture and architecture competes against perceived lucrative professions such as medicine, law and engineering. This deters students from selecting architecture as the preferred career choice.

- There is a lack of awareness of the architectural profession and the importance of architectural professionals by the public[2] in general.

- Local Municipalities accept drawings from persons who are not registered[2].

A SWOT analysis was conducted and this was done by engaging key stakeholders and extracting key themes emanating from these discussions. The following figure provides an overview of the SWOT performed.

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[1] https://www.iol.co.za/business-report/economy/sa-building-industry-facing-a-trio-of-major-risks-this-year-18899037

[2] SA Construction News– "Architecture industry holds breath for stronger leadership within governing body" - (2019)

S
- Council provides guidance in the manner required
- Strong organisational culture at operational level, with dedicated staff
- Self-funded, so do not have to comply with PFMA – Council seeks to align to the PFMA

W
- There is a perceived lack of transparency in leadership – most likely emanating from previous leadership issues
- Email downtime – being addressed through addition of a new server
- Disjoint between planning and core professional statutory services
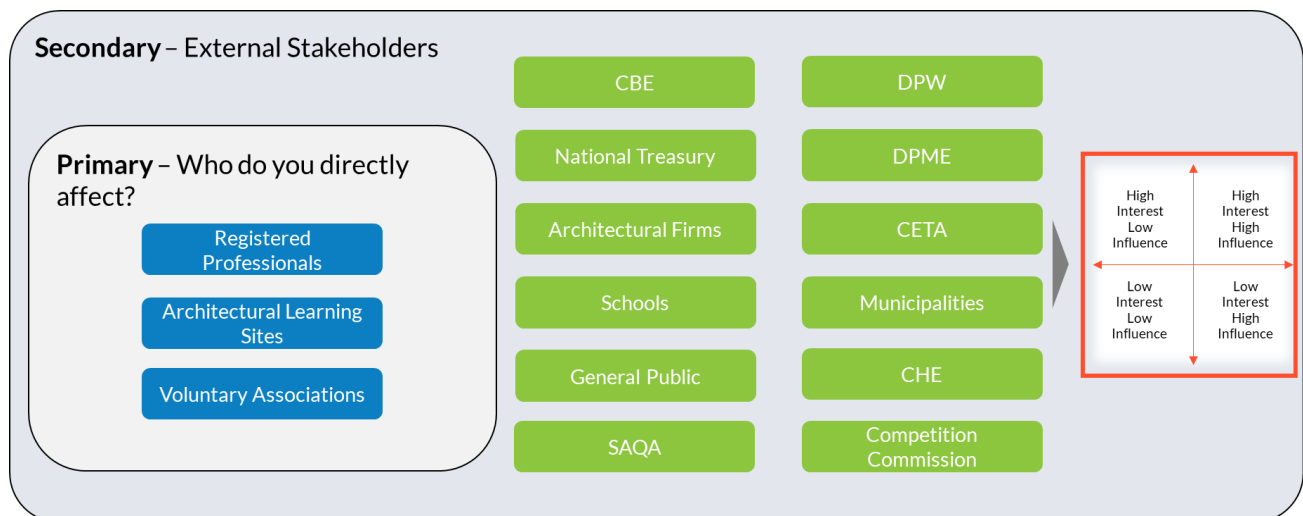- Internal departments operate in silos
- Do not have enough resources to fulfil mandate
- No labour union to represent staff

O
- Opportunity to digitise internal operations to save on costs
- Increase organisation awareness and promote the architecture profession
- Understand that SACAP is dealing with creative people and need to embody similar traits in its operations and stakeholder engagements
- Consider skills development to improve efficiency and effectiveness

T
- Many policies still in draft format, which could result in litigation if challenged
- Lack of awareness of the architectural profession in the eye of the general public
- Not a preferred career choice for most high school students
- Lacking a thorough risk management framework and strategy

Figure 2: Organisation SWOT Analysis

One of the recurring issues within SACAP was around leadership and the lack of transparency between management and staff. However, it was identified that this stemmed from the previous Council which experienced many issues around maladministration.

The stakeholder map shows two sets of stakeholders which SACAP is required to manage.

Secondary – External Stakeholders

Primary – Who do you directly affect?
- Registered Professionals
- Architectural Learning Sites
- Voluntary Associations

CBE	DPW
National Treasury	DPME
Architectural Firms	CETA
Schools	Municipalities
General Public	CHE
SAQA	Competition Commission

| High Interest Low Influence | High Interest High Influence |
| Low Interest Low Influence | Low Interest High Influence |

Figure 3: Stakeholder Map

The primary stakeholders must be closely managed because they are affected by SACAP directly. Voluntary Associations play a critical role in promoting the profession, communicating SACAP's mandates and importance/benefits of registration. In the secondary stakeholder's sphere, many other stakeholders need to be engaged and be made aware of SACAP and its regulatory mandates. Particularly, government departments who must ensure that they appoint only registered persons.

Some of the stakeholders identified have raised issued with regard to the identification of work and fees guidelines:

- The Competition Commission has indicated that the Identification of Work policy is exclusionary and anti-competitive. In addition, the Competition Commission took a decision that professional guideline fees amount to indirect price fixing.

- Local Municipalities do not always ensure that only registered professionals submit drawings for approval.

All these stakeholders should form part of SACAP's stakeholder engagement plan. The plan should be utilised as a platform to communicate SACAP's mandate and ultimately increase awareness about SACAP's regulatory mandate. The Competition Commission should form part of SACAP's stakeholder engagement plan and should be thoroughly engaged to ensure that the Identification of Work and the Guideline professional fees do not contravene the Competition Act.

4.2 External Environment Analysis

During the analysis of the external environment of the architectural profession, we identified key issues which needed to be addressed through transformation and public awareness. These issues include, but not limited to[3]:

- A low number of registered Africans, Indians and Coloureds in the profession;

- A low number of black women in the architectural profession in general;

- Factors affecting black women:

  o Lack of business acumen

  o Lack of access to networks

  o Lack of funding, particularly for Post Graduate studies

- Lack of public awareness on the role and the importance of architectural professionals;

- Lack of prominent architectural professionals from designated groups as role models for transformation purposes;

A requirement for transformation was the key theme emanating from this analysis. To understand what extent transformation issues, exist, a study was conducted on the demographic enrolment statistics at the University of the Witwatersrand.

The following figure provides an overview of the enrolment statistics;

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[3]Lotakani News - "South African Architecture is Failing to Transform" - (2017)
"Dead Fish on the Beach: The problem with Women in Architecture" - (2019)
"Hidden Cost of Low fees" - Leading Architecture – (2018)
SA Construction News– "Architecture industry holds breath for stronger leadership within governing body" - (2019)

Data Source: Wits University Stats from the School of Architecture and Planning
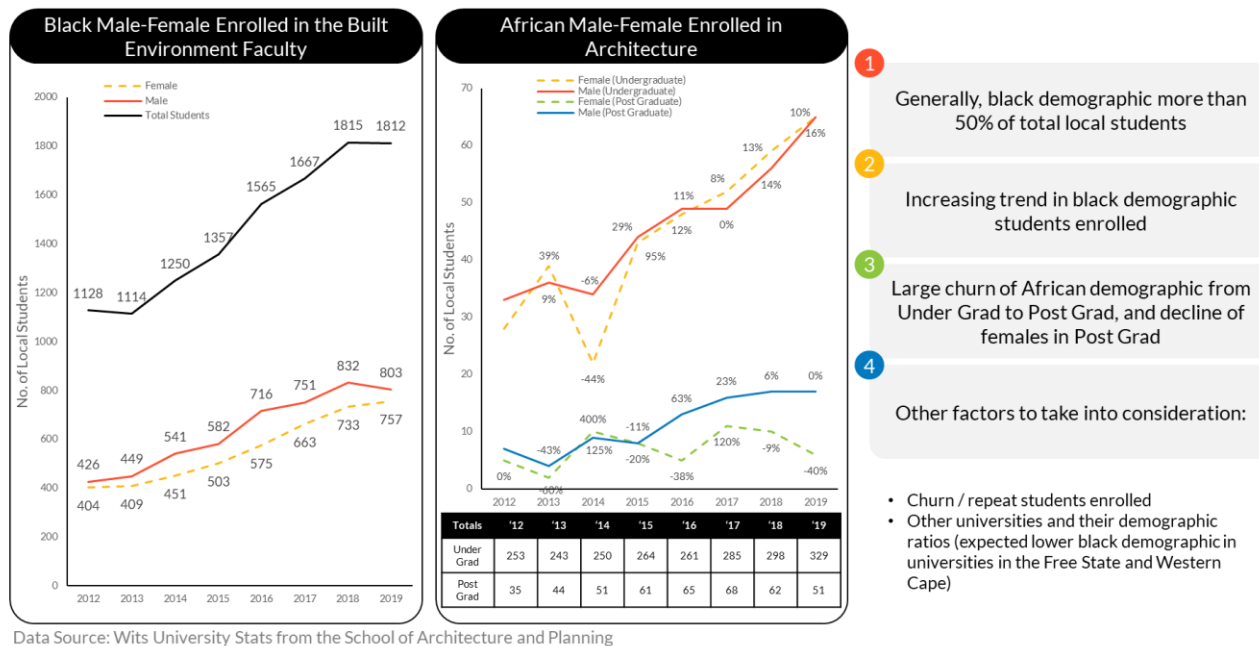
Figure 4: University of the Witwatersrand Enrolment Stats

The statistics show that in general blacks (which includes Africans, Coloureds and Indians) make up the majority of the demographics in the built environment in general at Wits University, with about 30%-40% of the total consisting of black females as a general trend.

Further analysis was conducted to identify the African Male-Female enrolment trends in architecture at the same University. As the figure shows, generally 30% of the enrolments consist of Africans (excluding Coloureds and Indians), with an increase every year. However, at Masters level, there is a decline in the number of Africans enrolled, in particular African female, however, they still make up majority of the classes.

The insight gained from this exercise is that whilst the profession highlights the lack of transformation, a large number of students forming the transformation category or from designated groups are being enrolled and most likely successfully graduating. The unknown lies with the transition from University to the working environment. To understand the transition, SACAP registration statistics were analysed.

The following figure shows the stats.
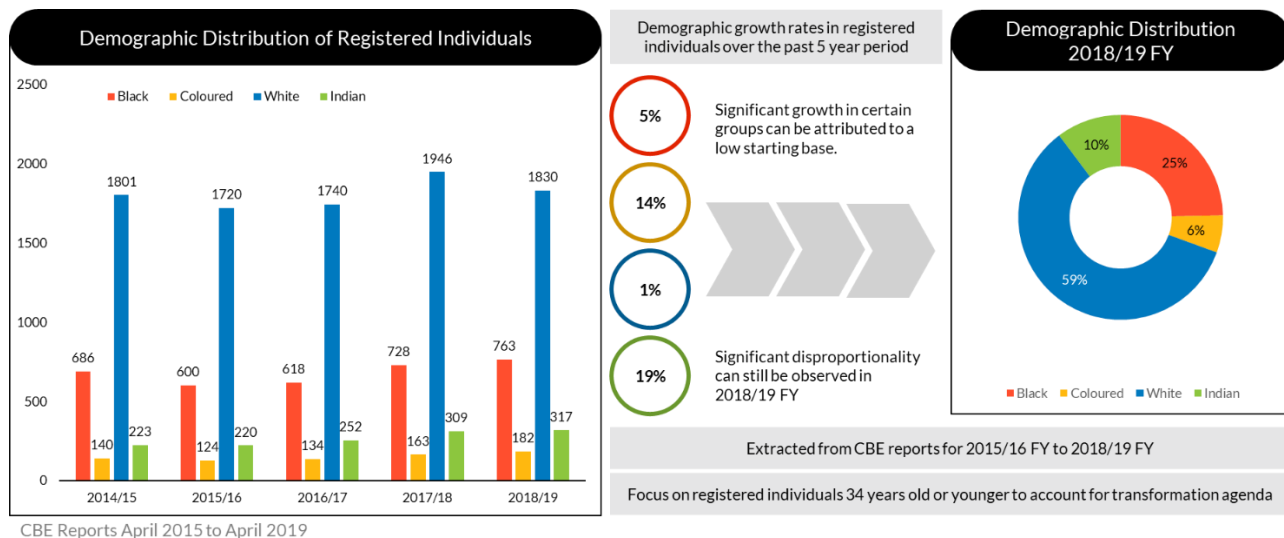
Figure 5: SACAP Registration Stats

Data shows that in general the number of black registered persons is increasing every year, however, the majority of registered persons in the register still remains white. It was concluded that a further research exercise is required to understand the difficulties of students between graduation and registration to become a candidate and ultimately a professional.

4.3 Internal Environment Analysis

The following figure provides an overview of SACAP's top management organogram as well as the vacancies. There are a large number of vacancies, particularly at management level. At the time of the strategy development, a Transformation Committee was in the process of being appointed which would address transformation requirements in the architectural profession

Figure 6: SACAP Organogram with Vacancies
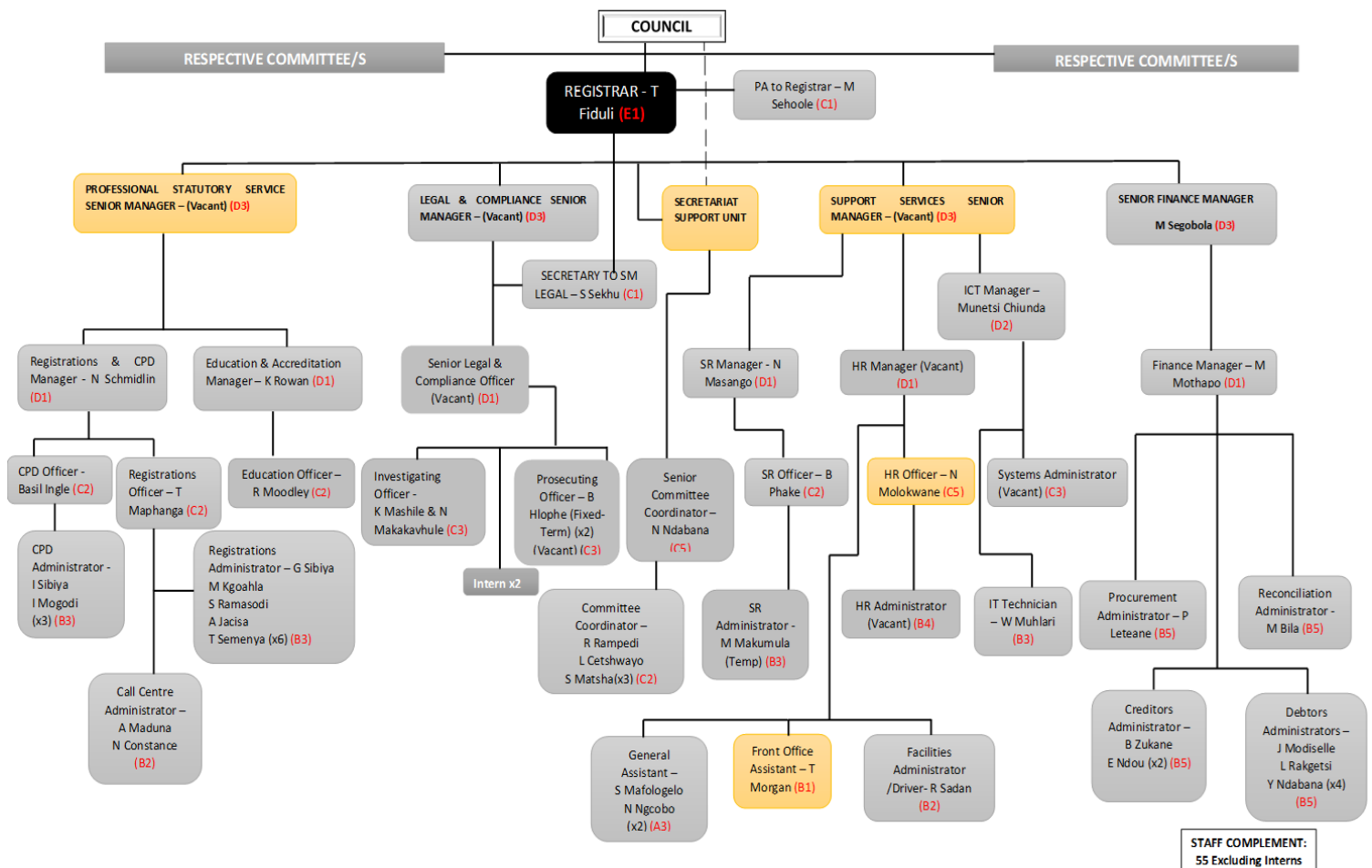
Financial data was analysed to identify areas of concern. This is shown in the following figure.

Adjusted for inflation, SACAP's revenue has increased by 10% in real terms of the past 5 financial years

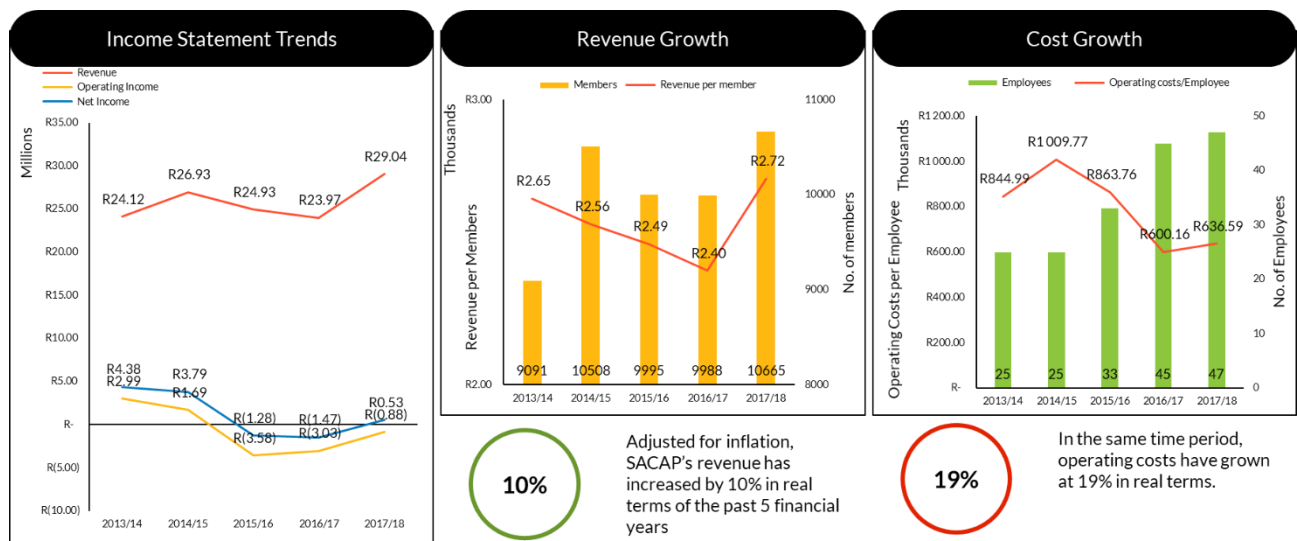In the same time period, operating costs have grown at 19% in real terms.

Figure 7: High Level Financial Analysis

As registration numbers increase, revenue has also increased in the last five financial years, however, in the same time period, operating costs have grown as well. The largest cost factor is the increase in staff costs as SACAP grows. SACAP needs to ensure sustainable growth that is funded through adequate registration of registered persons.

5.   PART C: MEASURING OUR PERFORMANCE

5.1 Institutional Programme Performance Information

5.1.1   Impact 1: A SACAP that is inclusive, transparent, and effective

Programme 1:	Overall growth and retention of registered persons
Purpose:	To increase the number of registered persons and to retain them by ensuring that they keep their registration in good standing. Growth the profession with specified categories of registration.
Sub-Programmes	1. Increase registration of diverse groups 2. Development of specified categories of registration 3. Ensure that only persons who are registered perform architectural work 4. Intro 5. 6. 7. 8. duction of a registration category for architectural students.

Programme 2:	Positive stakeholder sentiment towards SACAP
Purpose:	To improved stakeholder sentiment towards SACAP.
Sub-Programmes	1. Identify all stakeholders, prioritise stakeholders, identify key stakeholder issues and opportunities, outline the strategies, methods of engagement, what information will be disclosed, in what format, put together a program for stakeholder engagement, allocate tasks and responsibilities, and monitoring and evaluation. 2. Voluntary Association Forums and Stakeholder convention. 3. Undertake surveys to obtain feedback from stakeholders 4. Review the Service Charter and improve turns times to queries and service we provide to registered persons and the public. 5. Improve turn around times on complaints of improper conduct handling. 6. Introduction of peer review mechanism to improve turn around time on minor complaints.

Programme 3:	An organisation that is more aligned

Purpose:	Clear strategic objectives, annual performance plans, quarterly reports. Approved organisational structure, polices, procedures, processes and culture.
Sub-Programmes	1. Obtain approval of the strategy, annual performance plans and quarterly reports 2. Review organisational structure 3. Review of all policies, processes and procedures 4. Approved Code of Conduct 5. Promote ethical leadership 6. Performance management and training of employees; 7. Alignment of budget with targets and ensuring that the approved budget is not exceeded. 8. Ensure highest standards of corporate governance, with accountability and transparency as key guiding principles. 9. Ensure accurate and quality minutes for all Committees and Council.

5.1.2 Impact 2: An architectural profession recognized as a global leader in the built environment

Programme 1:	Better quality service delivery to the public
Purpose:	To improve the quality of service that SACAP provides to registered persons and the public
Sub-Programmes	1. Improve turnaround times on registration and claiming of CPD credits; 2. Improve quality of service during Professional Practice Exams and submission of Monthly training records; 3. Improve turnaround times on all queries and general complaints from registered persons and the public; 4. Improve turnaround time on complaints of improper conduct handling; 5. Engage Voluntary Associations to improve the quality of CPD activities; 6. Engage ALS to include the Code of Conduct and National Building Regulation in the syllabus; 7. Annual publication of guideline professional fees; 8. Publication of the Identification of Work policy; 9. Improve strategic relationship with law enforcement agencies and local municipalities. 10. Improve relations with other regulatory bodies and governments departments. 11. Engage other regulatory bodies for learning experiences and for benchmarking purposes.

Programme 2:	Improved leadership position
Purpose:	To position SACAP as a leader in built environment
Sub-Programmes	1. Collaboration with other bodies to undertake research in the architectural profession; 2. Publish research on the status of the profession and other relevant issues impacting the profession; 3. Promote Canberra accord and its benefits to the profession and the public;

	4. Take the lead in seeking solutions on issues affecting the built environment. E.g. *procurement policies* 5. Facilitate mutual recognition agreement with other countries with the intention of aligning standards to allow international movement of services. 6. Introduce lifetime achievement award to registered persons who had significant impact/influence in the built environment and recognition of outstanding excellence and contributions in the advancement of the architectural profession.

5.1.3 Impact 3: A clear understanding of our mandate amongst other regulators and stakeholders towards comprehensive conclusive delivery

Programme 1:	Increased awareness and engagement with stakeholders
Purpose: **Sub-Programmes**	Increasing awareness of SACAP's mandate and the importance of registered professionals in the built environment. Identify all stakeholders, prioritise stakeholders, identify key stakeholder issues and opportunities, outline the strategies, methods of engagement, what information will be disclosed, in what format, put together a program for stakeholder engagement, allocate tasks and responsibilities, and monitoring and evaluation.

Programme 2:	An established and formalised relationship with institutions
Purpose: **Sub-Programmes**	To partner with stakeholders to improve SACAP's delivery of its services to registered persons and the public. 1. Engagement between SACAP and CETA 2. Engagement between SACAP and CSIR 3. Engagement between SACAP and NHRBC 4. Engagement with Government departments responsible infrastructure projects; 5. Engagement between SACAP and Local Municipalities. 6. Engagement between SACAP and the SABS.

Programme 3:	VAs assisting in the promotion and the regulation profession.
Purpose:	To partner with Voluntary Associations to promote the profession
Sub-Programmes	▪ Compliance with the framework for recognition of Voluntary Associations ▪ Partnership to undertake campaigns to promote the profession and good standards ▪ Collaborate to share resources at VA regional offices to bring SACAP services closer to registered persons and the public.

5.1.4 Outcomes, Outputs, Performance Indicators and Targets

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
Impact 1	Programme 1: Overall growth and retention of registered persons in the register.	% Increase in registration of diverse groups	n/a	n/a	9.1%	6.5%	6.5%	9%	10%	11%
		% Decrease in the cancellation and/or suspension of registrations	n/a	n/a	n/a	Development of a retention strategy by October 2020.	Implementation of a retention strategy by November 2020	Monitoring and evaluation	Monitoring and Evaluation	Monitoring and Evaluation
		Increase number of specified categories prescribed by the Council	n/a	n/a	n/a	Approval of 1 specified categories of registration by July 2020.	Registration of 1 specified category by February 2021	Registration of 1 specified category by February 2022	-	Registration of 1 specified category by February 2024
		Registration category for architectural students.	n/a	n/a	n/a	Development of a registration category for students by June 2020.	Registration of students	Monitoring & Evaluation	Monitoring of Evaluation	Monitoring of Evaluation
	Programme 2: Positive stakeholder sentiment towards SACAP	Identify all stakeholders, prioritise stakeholders, identify key stakeholder issue and relevant messages a. Communicate relevant messages to each stakeholder; b. Undertake Voluntary Association Forum	n/a	n/a	New Indicator	Development of targeted messages to primary and secondary stakeholders.	1 Stakeholder Engagement Forum 80 Public Awareness campaigns 2 TV programs 4 Radio programs 4 YouTube videos 4 editions of Newsletter 30 tweets and 30 Facebook Messages	8 Roadshows 8 Municipalities Engagement; 30 Public Awareness	16 Roadshows 9 Municipalities Engagement; 30 Public Awareness	20 Roadshows 9 Municipalities Engagement; 30 Public Awareness

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		c. Stakeholder convention	n/a	n/a	n/a	1.	1	Monitoring & Evaluation	1	Monitoring and Evaluation
		Undertake surveys about SACAP's performance on its core mandate.	n/a	n/a	New indicator	3	3	4	4	4
		Review Service Charter to improve turnaround times.	n/a	n/a	Service Charter Developed	Implementation of the service charter by April 2020	implementation of the Service charter by April 2020	Monitoring and evaluation of the performance	Review of the charter and recommendation report	Implement recommendation and monitoring
		Improve turnaround times on handling complaints of improper conduct.	n/a	n/a	69.88%	75% completed cases	75% completed cases	80%	85%	90%
		Introduction of peer review mechanism to resolve complaints speedily.	n/a	n/a	n/a	introduction of a peer review mechanism by October 2020	-	Implementation of peer review	Monitoring and evaluation	Monitoring and evaluation
	Programme 3: An organisation that is more aligned	Clear strategic objectives, annual performance plans, quarterly reports. Approved organisational structure, polices, procedures, processes and culture.	n/a	n/a	n/a	Implementation of the strategy, meeting annual and quarterly targets.	Implementation of the strategy, meeting annual and quarterly targets	Implementation of the strategy, meeting annual and quarterly targets.	Implementation of the strategy, meeting annual and quarterly targets	Implementation of the strategy, meeting annual and quarterly targets
		Review organisational structure	n/a	n/a	n/a	Review existing SACAP organisational structure to align it with the new strategy.	Implementation of the strategy and the new operating model effective April 2020.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation

| | | | ANNUAL TARGETS | | | | | |
| Impact | Outcome | Outputs | Audited/ Actual Performance | | | Estimated Performance | MTEF Period | | |
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		Approved policies, procedures and process.	n/a	n/a	n/a	Review policies, procedure and processes	Implementation of the policies and procedures.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Performance management	n/a	n/a	n/a	Performance management and	Biannually	Biannually	Biannually	Biannually
		Training of employees	n/a	n/a	6 employees were trained in line with personal development requirements.	Personal development and training of employees	5 employees will be trained by the end of the March 2020.	10 employees will be trained.	15 employees will be trained	20 employees will be trained
		Alignment of budget with targets and ensuring that the approved budget is not exceeded.	n/a	n/a	n/a	Effective controls around procurement and revenue processes;	Effective controls around procurement and revenue processes; variance analysis report; Income statement and cash flow forecasts	Effective controls around procurement and revenue processes; variance analysis report; Income statement and cash flow forecasts	Effective controls around procurement and revenue processes; variance analysis report; Income statement and cash flow forecast	Effective controls around procurement and revenue processes; variance analysis report; Income statement and cash flow forecast
		Ensure highest standards of corporate governance, with accountability and transparency as key guiding principles.	n/a	n/a	n/a	Compliance with the SACAP governance framework by November 2020.	Compliance with the SACAP governance framework by November 2020	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		Ethical leadership	n/a	n/a	n/a	Introduction of the Code of Conduct by October 2020.	Introduction of the Code of Conduct by October 2020.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
Impact 2	Programme 1: Better quality service delivery to the public	Engage Voluntary Associations to improve the quality of CPD activities	n/a	n/a	n/a	Survey on the state of CPD activities by June 2020.	Review CPD activities and improve the quality of the courses by November 2020.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Engage ALS to include the Code of Conduct and National Building Regulation in the syllabus;	n/a	n/a	n/a	Communication with ALS on reviewing the syllabus by November 2020.	Engagement with ALS to review the syllabus by February 2021.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Improve quality of service during Professional Practice Exams and on the submission of Monthly training records	n/a	n/a	Efficient and effective PPE and MTR mechanism.	Review the PPE and MTR policies to ensure efficiency by November 2020. Introduction of online PPE by December 2020. Review procedures for submission of MTR by August 2020	Review the PPE and MTR policies to ensure efficiency by November 2020. Introduction of online PPE by December 2020. Review procedures for submission of MTR by August 2020.	monitoring and evaluation.	monitoring and evaluation.	monitoring and evaluation.
		Improve turnaround times on registration	n/a	n/a	n/a	Review the registration policy by October 2020	Develop effective registration processes and procedures by June 2020.	monitoring and evaluation	Monitoring and evaluation	Review

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		Annual Publication of Professional fees guidelines	n/a	n/a	n/a	Develop Professional Fee guidelines and publish them annually.	Develop Professional Fee guidelines and publish them in a gazette.	Develop Professional Fee guidelines and publish them in a gazette by April.	Develop Professional Fee guidelines and publish them in a gazette by April.	Develop Professional Fee guidelines and publish them in a gazette by April.
		Improve turnaround times on all queries and general complaints from registered persons and the public;	n/a	n/a	n/a	7 days turnaround times on handling of all queries.	7 days turnaround times on handling of all queries.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Improve strategic relationship with law enforcement agencies and local municipalities	n/a	n/a	n/a	Build strategic relationships with SAPS, Local Municipalities and South African Local Government Association (SALGA) by December 2020.	Build strategic relations with South African Police Services, Local Municipalities and SALGA by December 2020.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Improve relations with governments departments and other regulatory bodies for learning experiences and for benchmarking purposes.	n/a	n/a	n/a	Engagement with government infrastructure departments and other regulatory bodies to build relationships by December 2020	Engagement with government infrastructure departments and other regulatory bodies to build relationships by December 2020	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Publication of the Identification of Work Policy	n/a	n/a	n/a	Consult with all stakeholders and prepare	Consult with all stakeholders and prepare recommendation on IDoW	Gazetted IDOW by Feb 2021	Monitoring and evaluation	

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
						recommendation on IDoW and submit recommendations on IDoW to CBE	and submit recommendations on IDoW to CBE. CBE to determine the scope of work for each category of registered persons. Publish and Gazette the IDOW by December 2020.			Monitoring and evaluation
	Programme 2: Improved leadership position	Collaboration with other bodies to undertake research in the architectural profession	n/a	n/a	n/a	Collaboration with a research body to undertake research by June 2020.	Enter into an MOU by June 2020.	Identify areas of research and prioritise critical areas by June 2021.	Publish research by June 2022	Publish research by October 2023
		Publish research on the status of the profession and other relevant issues impacting the profession	n/a	n/a	n/a	Publish research findings by the end of July 2020	Conduct 1 x research project on the status of the profession.	Conduct 1 x research project on the status of the profession	Conduct 1 x research project on the status of the profession	Conduct 1 x research project on the status of the profession
		Take the lead in seeking solutions on issues affecting the built environment. E.g. procurement policies	n/a	n/a	n/a	Engagement with relevant Government Departments to influence change in procurement of built environment professionals by December 2020.	Engagement with relevant Government Departments to influence change in the procurement of built environment professionals by December 2020	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		Promote Canberra accord and its benefits to the profession and the public	n/a	n/a	n/a	Promote the Canberra accord and develop practice notes educate stakeholders about the importance of the accord on architectural education.	Publish 1 practise note by October 2020	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Introduce lifetime achievement award to registered persons who had significant impact/influence in the built environment and recognition of outstanding excellence and contributions in the advancement of the architectural profession	n/a	n/a	n/a	Develop a lifetime achievement award methodology by December 2020	Conduct benchmarking of the life achievement award with other organisations by December 2020	Implement the awards program	Implement the awards program	Implement the awards program
		Facilitate mutual recognition agreement with other countries with the intention of aligning standards to allow international movement of services.	n/a	n/a	n/a	Arranged meetings to discuss Mutual Recognition Agreements (MRA) by September 2020	Engagement with international regulatory bodies on MRA by September 2020	Monitoring and evaluation	Monitoring & evaluation	Monitoring & Evaluation
Impact 3	Programme 1: Increased awareness and engagement	A relevant marketing and communication strategy	n/a	n/a	New indicator	Integrated Marketing and Communication strategy developed and approved by April 2020.	Implementation of the strategy effective April 2020.	Monitoring and evaluation	Review of the strategy.	Monitoring and evaluation
		Enter into an MOU with NHBRC	n/a	n/a	new indicator n/a	Engagement with the NHBRC with the objective of identifying	Engagement with the NHBRC with the objective of identifying	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation

| Impact | Outcome | Outputs | ANNUAL TARGETS | | | | | | | |
| | | | Audited/ Actual Performance | | | Estimated Performance | MTEF Period | | | |
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
						common areas and ultimately enter into an MoU by March 2021	common areas and ultimately enter into an MoU by March 2021.			
		Established MOU between SACAP and CETA	n/a	n/a	n/a	Engagement with the CETA with the objective of identifying areas of collaboration by December 2020.	Engagement with the CETA with the objective of identifying areas of collaboration on training and development of candidates by December 2020.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Established MOU between SACAP and CSIR	n/a	n/a	n/a	Engagement with CSIR with the objective of identifying areas of collaboration on research by April 2020.	Engagement with CSIR with the objective of identifying areas of collaboration on research by June 2020.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation -
		Established MOU between SACAP and Local Municipalities	n/a	n/a	MOU	Engagement with local municipalities with the objective of strengthening areas of collaboration effective April 2020.	Engagement with local municipalities with the objective of strengthening areas of collaboration effective April 2020.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Established an MOU with SABS	n/a	n/a	n/a	Engage with the SABS to ensure accessibility and affordability of standards by May 2020.	Collaborate with the SABS to ensure accessibility and affordability of standards by December 2020.	Engage the SABS on the signing of the MoU by June 2021.	Monitoring & Evaluation	Monitoring & Evaluation

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		Engagement with Government departments responsible infrastructure projects;	n/a	n/a	n/a	Engagement with national and provincial government departments responsible for infrastructure to ensure that only registered persons perform architectural work effective April 2020.	Engagement with national and provincial government departments responsible for infrastructure effective June 2020.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
	Programme 3: VAs assisting in promoting the profession and the SACAPs mandate.	Compliance with the framework for recognition of Voluntary Associations	n/a	n/a	n/a	Enforce compliance with board notice in line with the timelines set out in the board notice.	Enforce compliance with board notice in line with the timelines set in the board notice.	Renewal of recognition by all Voluntary Associations by September 2021	Monitoring & Evaluation	Monitoring & Evaluation
		Partnership to undertake campaigns to promote the profession and good standards Collaborate to share resources at VA regional offices to bring SACAP services closer to registered persons and the public.	n/a	n/a	n/a	Joint public campaigns with recognised Voluntary Associations by February 2021.		Share resources with Voluntary Associations to provide regulatory services closer to registered persons by June 2021.	Monitoring & Evaluation	Monitoring & Evaluation

5.1.5 Indicators, Annual and Quarterly Targets

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Impact 1	Programme 1: Overall growth and retention of registered persons	Increase registration of diverse groups in the register.	% increase in diverse groups	6.5%	1.5%	1.5%	1.5%	2%
		Decrease cancellation and suspension of registration	Decreased suspension and cancellations of registration	Craft a retention strategy by November 2020	-	-	Craft a retention strategy by November 2020	Monitoring and evaluation
		Introduction of specified categories	Number of specified categories developed	1		-	1	-
	Programme 2: Positive stakeholder sentiment towards SACAP	Identify all stakeholders, prioritise stakeholders, identify key stakeholder issues and opportunities, outline the strategies, methods of engagement, what information will be disclosed, in what format, put together a program for stakeholder engagement, allocate tasks and responsibilities, and monitoring and evaluation.	Stakeholder strategy (Yes/No)	Identification of stakeholders and relevant messages. 1 VA Forum 80 Public digital Awareness campaigns	Identification of key stakeholders by April 2020. 8 digital public awareness campaigns.	24 digital public awareness campaigns 1 VA Forum	24 public awareness campaigns	24 digital public awareness campaigns
		Increased feedback from all key stakeholders through surveys	% increase in feedback	2 perspective survey conducted per annum.	Undertake 1 survey	-	Undertake 1 survey	Monitoring and evaluation
		Review Service Charter to improve turnaround times.	Service charter reviewed and developed (Yes/No)	Implementation of the service charter by April 2020	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Improve turnaround time on complaints of improper conduct handling Introduction of peer review mechanism to resolve complaints speedily.	No. of cases completed within the time frame (No.)	75 % completed cases. Implementation of peer review mechanism suspended due to budgetary constraints.	15%	15%	20%	25%

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
	Programme 3: An organisation that is more aligned	Obtain approval of the strategy, annual performance plans and quarterly reports	Approval of the strategy obtained from Council (Yes/No)	Implementation of the strategy effective April 2020.	Monitoring & evaluation	Monitoring & evaluation	Review of the strategy	Monitoring & evaluation
		Performance management	Signing of performance agreements with all employees every financial year.	Performance management of all employees	Singing of performance agreements effective April 2020	Performance reviews	Monitoring & Evaluation	Performance reviews
		Training of employees;	Number of employees trained	Training of 5 employees	0	0	2	3
		Review organisational structure	Structure reviewed (Yes/No)	1 Review organisational structure	Monitoring & evaluation	Monitoring and Evaluation	Monitoring & evaluation	Monitoring & evaluation
		Review of all policies, processes and procedures	Policies reviewed (Yes/No)	Review 15 polices	Review 3 policies	Review 4 policies	Review 4 policies	Review 4 policies
		Ensure highest standards of corporate governance, with accountability and transparency as key guiding principles.	Code of conduct for Council and Committees. Code of conduct for employees.	Assessment of Governance compliance by November 2020.

Implementation of the Code of conduct for Council and Committees as well as for employees effective April 2020. | Monitoring & evaluation | Monitoring & evaluation | Assessment of Governance compliance by November 2020 | Monitoring & evaluation |
| | | Alignment of budget with targets and ensuring that the approved budget is not exceeded. | Budget aligned to targets (yes/no) | Review the budget & targets every quarter. | Monitoring & evaluation | Monitoring & Evaluation | Monitoring & Evaluation | Monitoring & Evaluation |
| Impact 2 | Programme 1: Better quality service delivery to the public | Engage Voluntary Associations to improve the quality of CPD activities | Engagement with all recognised Voluntary Associations | Undertake a survey on the quality and accessibility of CPD | Undertake a survey on the quality and | Prepare a report following the | Call a VA forum to discuss findings of the survey and | Monitoring & Evaluation |

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
				activities by May 2020. Prepare a report following the survey by June 2020. Call a VA forum to discuss findings of the survey and mechanism to improve survey.	accessibility of CPD activities by May 2020.	survey by July 2020.	mechanism to improve survey by November 2020.	
		Improve quality of Professional Practice Exams and submission of Monthly training records;	Professional Practice Exams content reviewed	Review PPE by October 2020. Review PPE and MTR policies by February 2020. Assessment of monthly training records.	Monthly assessment of monthly training records to ensure completeness.	Monitoring and evaluation.	Review PPE by October 2020	Review PPE and MTR policies by February 2020.
		Improve turnaround times on registration and claiming of CPD credits;	Approval of standard of procedures setting out clear timelines	Preparation of CDP procedures by September 2020.	-	Development of standard procedures and workflow setting out clear timelines	Monitoring & Evaluation	Monitoring & Evaluation
		Improve turnaround times on all queries and general complaints from registered persons and the public;	Service Charter	Development of a service charter.	Implementation of the service charter effective 1 April 2020.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Annual publication of guideline professional fees;	Fees guidelines published? (Yes, No)	Annual Publication and gazetting of Guideline Professional Fees by October 2020.	Monitoring & evaluation	Monitoring & evaluation	Monitoring & Evaluation	Monitoring & Evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Engage ALS to include the Code of Conduct and National Building Regulation in the syllabus;	Review of the syllabus to include Code of Conduct & NBR, SANS 10 400 as part of validation requirements	Review of the Syllabus to include Code of Conduct and NBR, SANS 10400.	Engagement with ALS on the review of the syllabus by July 2020	Engagement with ALS on the review of the syllabus by November 2020	Monitoring & evaluation	Monitoring & evaluation
		Improve strategic relationship with law enforcement agencies.	Formalised strategic relationships with the South African Police Services, the South African Local Government Association, Local Municipalities.	Continues engagement with the South African Police Services, SALGA and Local Municipalities.	Monitoring & evaluation of the relationships	Monitoring & evaluation	Monitoring & evaluation	Monitoring & evaluation
		Regular communication with Home Owners Associations and the Association of Residential Communities

Engage with other regulatory bodies for learning experiences and for benchmarking purposes | Engagement with Home Owners Associations regarding the competencies and registration of architectural professionals who submits drawings for residents. | Engagement with Home Owners Associations and the Association of Residential Communities | - | Set up a database for Home Owners Associations by the end September 2020. | Engagement with Association of Residential Communities by the end November 2020 | Monitoring & evaluation |
| | | Consultation with all relevant stakeholders with regard to the Identification of Work Policy.

Submission of recommendation on the identification of work for each category of registered persons to the CBE.

Publication of the Identification of Work policy | Gazetting and Publication of the Identification of Work Policy (Yes, No) | Publication and gazetting of the identification of work policy. | Presentation on IDOW and the polices to Council by the end of June 2020. | Publication and Gazetting of the IDOW by the end September 2020 | Promotion of the IDOW to all stakeholders by the end of November 2020. | Monitoring & evaluation |
| | **Programme 2: Improved leadership position** | Collaboration with other bodies to undertake research in the architectural profession | No. of relevant research projects (No.) | 1 research projects on the state of the profession. | Conduct 1 x survey research by the end of June 2020. | Develop a strategy to deal with identified areas in the research by | Implement a strategy on the identified areas by November 2020. | Monitoring & evaluation |

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
						September 2020		
		Take the lead in seeking solutions on issues affecting the built environment. E.g. *procurement policies*	Lead discussion on issues affecting the built environment (Yes/No)	Engage with relevant departments to influence policies on issues affecting the built environment.	1 x engagement meeting/forum	1 x engagement meeting/forum	1 x engagement meeting/forum	1 x engagement meeting/forum
		Publish research on the status of the profession and other relevant issues impacting the profession	Publication of research	1 x research paper published	-	1 x research paper published on the status of the profession.	-	-
		Facilitate mutual recognition agreement with other countries with the intention of aligning standards to allow international movement of services.	Initiate discussion with African architectural regulatory to set a regional body to facilitate Mutual Recognition Agreement.	Initiate discussions on Mutual Recognition Agreement (MRA) with other architectural regulatory bodies	Engagement and negotiations	Engagement and negotiations	Engagement and negotiations	Engagement and negotiations
		Introduce lifetime achievement award to registered persons who had significant impact/influence in the built environment and recognition of outstanding excellence and contributions in the advancement of the architectural profession	Approval of Life time achievement award in the built environment and architecture	Research on the lifetime award and development of a procedure.	-	Conducting research and undertaking comparative analysis	Obtain approval from Council on the introduction of the of Life time achievement award in the built environment and architecture.	-
		Promote Canberra accord and its benefits to the profession and the public	Promote the benefits Canberra Accord (Yes/No)	Publish 2 articles on the Canberra Accord and its benefits.	-	1 x practice note published	-	1 x practice note published
		Compliance with CBE policy frameworks	Number of polices aligned to the frameworks	Alignment of policies of SACAP with policy frameworks	-	Align IDOW and Guidelines Fees with the CBE Framework	Align Code of Conduct with CBE Frameworks	Align the Disciplinary procedure with CBE framework

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
							Align Registration policy to the CBE policy framework on registration	on disciplinary procedure.
Impact 3	Programme 1: Increased awareness and engagement	Identify all stakeholders, prioritise stakeholders, identify key stakeholder issues and opportunities, outline the strategies, methods of engagement, what information will be disclosed, in what format, put together a program for stakeholder engagement, allocate tasks and responsibilities, and monitoring and evaluation.	Stakeholder mapping developed? (Yes, No), implemented as per plan? (Yes, No)	Development of stakeholder mapping by July 2020	-	Stakeholder mapping plan completed by July 2020.	-	-
			Develop programs for stakeholder engagement, allocate tasks and responsibilities, and monitoring and evaluation	2 TV programs 4 Radio programs	1 x TV and Radio Interviews	1 x radio interview	1 x radio interview 1 x TV interview	1 x radio interview
			Publication of the newsletters	4 editions of Newsletter	1 edition of Newsletter	1 edition of Newsletter	1 edition of Newsletter	1 edition of Newsletter
			Update social media accounts as per content received (excluding public holidays, weekends and holiday periods)	Content Updated and Managed on social media. 30 tweets and 30 Facebook Messages	7 updates on SACAP social media accounts	7 updates on SACAP social media accounts	8 updates on SACAP social media accounts	8 updates on SACAP social media accounts
			Create YouTube Content	4 x Video published	1 x Video	1 x Video	1 x Video	1 x Video

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
			Stakeholders Convention	1 x Convention	-		1 x Convention	Monitoring and evaluation of the recommendation
		Established MOU between SACAP and Department of Small Business Development/ Small Enterprise Development Agency (SEDA)	Established? (Yes/No)	Engagement with the department and SEDA to develop working relationship.	Engagement with SEDA about their offerings such as incubation, mentorship, business training and financial training for registered persons.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Established MOU between SACAP and CSIR	Established? (Yes/No)	MoU signed	1 x MoU signed with CSIR	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Established MOU between SACAP and NHRBC	Established? (Yes/No)	Engagement with the NHBRC on possible areas of collaboration.	-	Discussions about areas of collaboration with the NHBRC	Monitoring & Evaluation -	Monitoring & Evaluation -
		Engagement with Government departments responsible infrastructure projects;	Established? (Yes/No)	Continuous engagements with governments departments	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Engagement between SACAP and Local Municipalities;	Established? (Yes/No)	Ongoing engagement with local Municipalities on registration, standard of drawings and issues affecting registered persons.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
	Programme 3: VAs assisting in the promoting the	Compliance with the framework for recognition of Voluntary Associations	Compliance (Yes/No)	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
	profession and the SACAPs mandate.	Collaborate to share resources at VA regional offices to bring SACAP services closer to registered persons and the public	Collaboration entered into and activities appropriately defined.	Arrangement with recognized VAs to enable registered persons to access some SACAP services at their local offices				
		Partnership to undertake campaigns to promote the profession and good standards	Partnership entered into on specific issues in the architectural profession.	Joint public campaigns to promote the profession recognised VAs	-	-	-	-
		Compliance with recognition of Voluntary Associations board notice	Compliance? (Yes/No)	Enforce compliance with the requirements of recognition in line with the timelines set out in the board notice.	Monitoring & evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & evaluation

Explanation of Planned Performance over the Medium-Term PeriodThe following provides an overview of the links of the strategy to the National Development Plan, as well as the rationale for the choice of indicators, and any key enablers to achieve the targets:

1) The strategy is linked to the National Development Plan through the following:

   a) Improving education, training and innovation for, this links to creating jobs and providing adequate training to ensure skilled individuals.

   b) Transforming society and uniting the country, this links to creating equal opportunities, inclusion and redress

   c) Positioning South Africa in the World; this links to establishing relationship with other architectural councils in other countries; and integration, and position SACAP as a global leader.

   d) Role of regulators; this links to strengthening the enforcement of regulations and legislation

Attainment of Impact Statement 1

Impact statement 1 envisions a SACAP that is inclusive, transparent, and effective in fulfilling its statutory mandate as specified in the Architectural Profession Act. In addition, the Impact Statement aligns with the National Development Plan. In terms of Chapter 15 of the National Development Plan, the National Government should work towards transforming and uniting the nation. The objective is to foster equal opportunities, inclusion and redressing past in balances. Furthermore, the Impact Statement aligns with priority 1 under the Medium-Term Strategic Framework which seeks to attain economic transformation and create equal opportunities and redressing imbalances created by the past system.

Outcome 1: Overall growth and retention of registered persons

Outcome 1.1 focuses on overall growth and retention of registered persons within the register. The outcome is aligned with section 19. (1) of the Act which deals with registration of persons who meet the requirements of registration in the architectural profession. In addition, the outcome is directly aligned to section 20. (1) (a) of the Act which deals with cancellation of registration. It is envisaged that SACAP will ensure that number of deregistration's is reduced to ensure that all registered persons are retained in the profession.

Furthermore, outcome 1.1 is underpinned by two key outcome indicators, namely percentage growth in registered persons in the register and outcome 1.2 which focuses on percentage decrease in suspension/ cancellation of registrations.

The indicators seek to measure a diversified growth of registered persons in the architectural profession and ensure that registration is retained.

A key enabler of this outcome is to ensure that SACAP promotes the architectural profession to ensure that persons from designated groups take up architecture at institutions of higher learning and ensure that once persons have qualified with architectural qualifications they register with SACAP. In addition, once persons have registered, SACAP have mechanism to retain such registration.

Outcome 2: Positive stakeholder sentiment towards SACAP

Outcome 2 envisage a positive stakeholder sentiment towards SACAP. This outcome is directly aligned to section 13 (1) of the Act which enjoins SACAP to create an awareness amongst registered persons of the importance to protect the environment against unsound architectural practices. This is reinforced by one key outcome indicator, namely, increase in positive stakeholder perception. The indicator seeks achieve positive sentiments towards SACAP by all stakeholders.

A key enabler of this outcome is to ensure that SACAP is repositioned and rebranded to improve awareness of the architectural profession and the importance of architectural professionals in society and the built environment.

Outcome 3: An organisation that is more aligned

This outcome seeks to achieve an organisation that is more aligned. This outcome is partly linked to section 15 of the Act which enjoins the Council to ensure the funds of Council are use prudently and with due care and diligence. In addition, this section requires proper financial reporting.

The outcome is supported by three key performance indicators namely, a budget that is aligned to planned targets and achievements of the planned targets in line with the budget.

The main drivers of this outcome are highest standards of corporate governance and best practice and a commitment to the principles of transparency, integrity, responsibility, excellence, respect and cohesiveness.

Attainment of Impact Statement 2

Impact statement 2 seeks to reposition the architectural profession as a recognised global leader in the built environment. The impact statement is supported by the Architectural Profession Act, particularly section 13 of the Act which enjoins SACAP to establish mechanisms for registered persons to gain recognition of their qualifications and professional status in other countries. In addition, SACAP is empowered to enter into an agreement with any person or body of persons, within or outside the Republic, with regard to the recognition of any examination or qualification for the purposes of this Act.

Furthermore, Impact Statement 2 is aligned to chapter 7 and 9 of the National Development Plan which seeks to position the country as an integrated player and leader in the global community and built environment. In addition, co-operation and integration with African architectural regulatory bodies ranks high. Moreover, it correlates with national imperatives on improving education, training and innovation. Furthermore, this marries with priority 2 of the Medium-Term Strategic Framework on education and skills.

Outcome 4: Better quality service delivery to all stakeholders.

Outcome 4 seeks to achieve better quality service delivery to all stakeholders. This outcome pursues quality services offered by SACAP employees to the registered persons and the public and it pursues quality architectural services offered by registered persons to the public. In line with section 13 of the Act, SACAP seeks to improve the quality of education offered by Architectural Learning Sites and Continuing Professional Development activities offered by Voluntary Associations. Furthermore, SACAP is empowered to take any steps it considers necessary for the improvement of the standards of services rendered by registered persons.

This outcome is underpinned by five main outcome indicators, namely: increase in enforcement of standards and regulations; increase compliance with building regulations; review validation protocols to ensure that architectural curriculum include- code of conduct and national building regulations; review of the Professional Practice Exam to include- code of conduct and national building regulations; improved complaints handling and effective and efficient registration processes within SACAP.

These indicators seek to support the achievement of quality services rendered to all stakeholders and to support development of infrastructure programs within South Africa.

The key enablers of this outcome indicators are premised on strong emphasis on enforcement of standards and building regulations in the built environment to ensure quality workmanship on all infrastructure project undertaken by registered professionals. In addition, a SACAP that is efficient and effective in regulation.

Outcome 5: Improved leadership position

This outcome seeks to achieve sound governance and improved leadership position within SACAP. This outcome aligns with the National Development Plan on issues of ethical leadership and fighting corruption. Ethical leadership rest on solid pillars of accountability; integrity; fairness; responsibility; responsiveness; and transparency.

The indicators seek to support achievement of ethical leadership with good governance practices.

The key enablers of this outcome are premised on the appointment of Council members and Management who are ethical.

Attainment of Impact Statement 3

The impact statement seeks to ensure that there is a clear understanding of our mandate amongst other regulators and stakeholders towards comprehensive conclusive delivery. This aligns with Chapter 4 of the National Development Plan which charts out the role of regulatory bodies. This also ties up with SACAP mandate awareness activities.

Outcome 6: Increased awareness and engagement

This outcome seeks to increase awareness about SACAP and engagement with stakeholders. This outcome links up with the statutory mandate of SACAP to create an awareness amongst registered persons of the importance to protect the environment against unsound architectural practices.

The outcome is underpinned by two key outcome indicators, namely: increased awareness of SACAPs role within the built environment and increase awareness of SACAP's statutory mandate by the public.

The indicators seek to measure public awareness about SACAP, the Architectural Profession Act, the architectural profession and the role of architectural professionals in the built environment.

A key enabler of this outcome is to ensure that SACAP undertakes public awareness campaigns through aggressive marketing and rebranding and repositioning the architectural profession in the built environment.

Outcome 7: Established and formalised relationship with institutions

The outcome seeks to ensure that SACAP have formal relationship with all relevant stakeholders. This aligns with the National Development Plan which seeks cooperation and integration amongst institutions.

The outcome indicator is signed formal relations with other stakeholders. The indicator seeks to the sustain and to cement SACAP relationship with various organisations, other Councils, and government departments and private sector organisations.

The key enabler of this outcome is to enter into formal relationships and cooperate with other institutions to achieve the objectives and mandate as prescribed by the Architectural Profession Act.

Outcome 8: VAs activities and programmes aligned with of SACAP's mandate.

This outcome seeks to ensure that recognised Voluntary Associations supports the statutory mandate of SACAP in their activities. Voluntary Associations are responsible for promoting and validating continuing education and

training activities. Through this, Voluntary Associations contribute to the improvement of standard of service offered by registered persons to the public. In addition, are responsible for promoting the architectural profession.

This outcome is supported by one key outcome indicator, namely adherence to the framework for recognition of Voluntary Associations.

The indicator seeks to ensure that Voluntary Associations assist in improving the standard of services, improving competencies and skills of registered professionals. In addition, they ensure that registered profession adhere to highest standard of ethical behaviour.

A key enabler of this outcome is to ensure that SACAP enforces compliance with framework for recognition of Voluntary Associations and ultimately persuade the Voluntary Association to sign the Memorandum of Understanding.

5.2 . Programme Resource Considerations

Table: Budget Allocation for programme and sub-programmes

The budget is attached hereto as annexure A.

Narrative: Explanation of the contribution of resources towards achievement of outputs

Human Resource Management

The division focuses on matters of organisational structural design and the entire human resources value chain, including human capital development, performance management and labour relations to ensure that the organisation remains competitive and is able to attract and retain talent that is necessary to drive implementation of the Council's mandate. This will include re-alignment of posts on the organisational structure in support of the Strategic Objectives.

Technology – Information Communication Technology (ICT) Support

ICT as an enabler will inform new ways of doing business, resulting in efficiencies, convenience, cost saving and improved outcomes. This sub-programme provides and maintains a sustainable and secure ICT services that support overall governance of the SACAP. This will apply to internal operations e.g. website revamping which incorporate interactives features such as web chats for the quick collaboration with stakeholders and the public, and generally enhance the council's response time to general queries.

Some of the immediate benefits that will improve delivery of the core business and address some of the burning public concerns such as:

- ➢ query turnaround email response time;
- ➢ collaborative feedback and conversation with the registered persons to enhance public participation and engagement in processes;
- ➢ use of social media to capture the inputs of key stakeholders e.g. youth, who are not accommodated in the traditional system of meetings that are held during days and times that do not suit them;

Stakeholder Relations Management

Strengthen interaction with internal and external stakeholders through regular communication. The unit also serves to promote positive image of the organisation through marketing and branding initiatives.

Financial Sustainability will focus on the following:

- ➢ Financial Management;

Ensures existence of effective, efficient and transparent systems of financial management to deliver accurate financial information for timeous decision making.

➢ Risk Management;
Existence of an effective risk management system that informs the strategic planning process and the internal audit plan. The unit further identifies the strategic risks and assessment thereof in terms of inherent and residual risk exposure.

➢ Supply chain management;
Existence of an appropriate procurement system, which is fair, equitable, transparent, competitive and cost effective to prevent irregular, fruitless and wasteful expenditure.

➢ Asset management;
Provides effective systems and processes to acquire, safeguard, maintain and dispose of assets. These includes tangible and intangible assets.

Education

The Education department is responsible for validation of all architectural institutions as well as promote education, training and continuing education and training of registered persons and students in the architectural profession.

Registration

Registration is one of the main mandates of SACAP. SACAP registers any person who has demonstrated his or her competence as measured against standards determined by SACAP for the relevant category of registration and has passed any additional examinations that may be determined by the SACAP. The Registration department is mandated to register persons in the relevant categories and ensure that such persons comply with continuing professional development. Furthermore, the Registration department registers persons who qualify to be registered as candidates and ensure that they submit monthly training records for the period of the vocational training.

5.3 Updated Key Risks

Impact	Outcome	Key Risk	Risk Mitigation
Impact 1	Overall growth and retention of registered persons.	1. False qualifications 2. Reliability of information on database, including correct evaluation of applications for registration in appropriate registration category 3. Inability to retain current membership 4. Professionals disinterested in paying fees	1. Risk Mitigations: a. Council approval for independent verification of academic qualifications b. Requirements for verification of qualifications to be included in all Stakeholder communication 2. Risk Mitigations: a. Have registration policy approved by Council b. Update data capturing guidelines in terms of the latest development in the online system c. Regular revision of online forms in accordance with requirements d. Information regarding registration to be included in all Stakeholder communication 3. Risk Mitigations: a. Develop new system for recording and updating practice information b. Enforce practice information updates c. Obtain Council approval to conduct inspections d. Increased public and registered member awareness e. Submit resolutions to Council on consequences for not adhering to requirements for candidacy 4. Increase awareness on the benefits of fees and the protection received as a registered professional with SACAP
	Positive stakeholder sentiment towards SACAP	1. Failure to meet relevant regulatory requirements in terms of Identification of Work (IDoW)	1. Council to work on revised IDoW policy
	An organisation that is more aligned	1. Policies not developed / updated	1. Develop / update policies as soon as possible
Impact 2	Better quality service delivery to the public	1. Poor service delivery with professional statutory services	1. Risk Mitigations: a. Approved registration policy Specialised training for contact centre

Impact	Outcome	Key Risk	Risk Mitigation
			b. Structured guidelines for contact centre c. Workshop to be arranged by SR Unit regarding communication protocol when dealing with stakeholders

	Improved leadership position	1. Failure to ensure that curriculum of accredited Architectural Learning Sites meets current accreditation requirements
		2. Complication with the Competition Commission's mandate with regards to IDoW and Professional Fees Guidelines
			1. Risk Mitigations:
			  a. Ongoing structured Accreditation of ALS
			  b. Revision of Purple Book
			  c. Research into non-accredited colleges
			2. Council to determine way forward with respect to IDoW and professional fees guidelines

Impact 3	Increased awareness and engagement	1. Failure to create mechanism by which the public can access reliable information on non-registered practitioners	1. Risk Mitigations:
			  a. Outcomes published as BN in Government Gazette
			  b. Information re findings of tribunals published on website and in newsletter
			2. Follow awareness and engagement strategy

	An established and formalised relationship with institutions	1. Failure to enter into memorandum of understanding and service level agreement resulting in inadequate service delivery and delivery on mandate	1. Risk Mitigations:
			  a. Attend to CPD Presentations in collaboration with Vas
			  b. Attend to presentations in collaborations with other stakeholders

	VAs assisting in the promotion the profession and SACAPs mandate.	1. VAs not complying with rules of recognition of voluntary association.	1. Enforce compliance with the rules for recognition of Voluntary Associations and persuade VAs to sign an MOU. 2. Improve relations with Voluntary Associations and ensure that there is synergy in promoting the profession. 3. Rebuild relations with VAs and other stakeholders.

5.4 Public Entities

Not applicable to SACAP

5.5 Infrastructure Projects

Not applicable to SACAP

5.6 Public Private Partnerships

Not applicable to SACAP

6. PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

6.1 Impact 1

6.1.1 Programme 1: Overall growth and retention of registered persons

Indicator Title	1.1. Percentage growth in registered persons
Definition	Increase in the number of registered as persons in comparison to the 2019 base
Source of Data	Professional Registration Database
Method of Calculation/ Assessment	Quantitative: $$\frac{Number\ of\ New\ Registered\ Professionals\ (from\ 2020-2024)}{Total\ Number\ of\ Registered\ Professional\ (2019)} \times 100$$
Assumptions	• There will be an increase in the number of registered persons
Disaggregation of Beneficiaries (where applicable)	Target for Women: Target for Youth: Target for People with Disabilities: Target historically disadvantages persons
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Higher
Indicator Responsibility	Registrar and Professional Support Services

Indicator Title	a. Percentage decrease in suspension/ cancellation of registration
Definition	Decrease in the percentage of cancellations/ suspensions of registered persons per annum in comparison to the 2019 base
Source of Data	Professional Registration Database
Method of Calculation/ Assessment	Quantitative: Each year, the percentage of number of cancellations + suspensions relative to number of registered professionals in that year will be calculated as follows: $$\frac{(Number\ of\ Cancellations\ +\ Number\ of\ Suspensions\ (2024))}{Total\ Number\ of\ Registered\ Professionals\ (2024)} \times 100$$
Assumptions	• Suspensions/ cancellations will not be intentionally lowered, and professional standards will be upheld to ensure protection of the public • There will be a number of suspensions and cancellations each year
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Lower than current baseline
Indicator Responsibility	Registrar and Professional Support Services

6.1.2   Outcome: Positive stakeholder sentiment towards SACAP

Indicator Title	9.1. Increase in positive stakeholder perception (prioritisation on primary stakeholders)
Definition	To assess the sentiment of primary stakeholders about SACAP with regards to a positive/ negative perception
Source of Data	Stakeholder Perception Survey
Method of Calculation/ Assessment	Quantitative (utilising a scale) and qualitative (allowing for free text) measurement through a stakeholder perception survey utilising results from the section testing positive/negative perception.
Assumptions	• An adequate sample size reflective of the identified stakeholder population will be obtained • The stakeholders answering the survey of SACAP and its role within the built environment • There is a need for positive sentiment to be expressed about SACAP
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	To be determined: Current baseline unknown.
Indicator Responsibility	SM: Corporate Services and M: Stakeholder Relations

6.1.3 Outcome: An organisation that is more aligned

Indicator Title	1. Percentage spend achieved on the budget performance SACAP in respect of the preceding financial year
Definition	To consider various metrics which indicates the performance of the organisation in general
Source of Data	1. Financial reporting 2. Efficiencies in operations 3. Targets measured in the quarterly reports 4. Targets measured in the annual reports
Method of Calculation/ Assessment	Quantitative $$\frac{(Actual - Planned\ Budget)\ 2020/2021}{Planned\ Budget\ (2020/2021)} \times 100$$
Assumptions	• The state of the economy over the planning horizon; • Expected or presumed income not received • The effects of existing or possible government regulations. • Expenses not catered for.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the -year target
Desired Performance	lower than the preceding Financial Year: achieve 100% expenditure of budget appropriation;
Indicator Responsibility	SM: Finance

Indicator Title	2. Percentage of planned targets met
Definition	To consider various metrics which indicates the performance of the organisation in general
Source of Data	5. Financial reporting 6. Efficiencies in operations 7. Targets measured in the quarterly reports 8. Targets measured in the annual reports
Method of Calculation/ Assessment	Quantitative $$\frac{Achieved\ Target - Planned\ Targets\ (from\ 2020 - 2024)}{Planned\ Target\ (2010)} \times 100$$
Assumptions	
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the -year target
Desired Performance	Higher than the baseline
Indicator Responsibility	SM: Finance

Indicator Title	3. Percentage of planned reporting targets met.
Definition	To consider various metrics which indicates the performance of the organisation in general
Source of Data	9. Financial reporting 10. Efficiencies in operations 11. Targets measured in the quarterly reports 12. Targets measured in the annual reports
Method of Calculation/ Assessment	Quantitative $$\frac{Achieved\ Target - Planned\ Targets\ (from\ 2020 - 2024)}{Planned\ Target\ (2010)} \times 100$$ This is also measured by ensuring that all statutory reporting are submitted timely
Assumptions	• Failure to adhere to internal process • No capacity and capability to execute the task due to limited resources.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the -year target
Desired Performance	Higher than the existing baseline
Indicator Responsibility	SM: Finance

6.2 Impact 2
6.2.1 Outcome: Better quality service delivery to the public

Indicator Title	Increased enforcement of standards and regulations
Definition	Professional development on regulations to improve services to the public. Drawings that comply with building regulations. Registered Professionals who comply with the code of conduct.
Source of Data	Survey, Feedback and questionnaire results, Actual data from internal database Ghostpractive.
Method of Calculation/ Assessment	quantitative qualitative
Assumptions	People practicing without being registered SAPS delaying or not arresting people practicing with registered with SACAP Public not aware of SACAP and how to report complaints.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Higher than the baseline
Indicator Responsibility	Legal and Compliance,

Indicator Title	Improve quality drawings submitted by registered professionals to Municipality
Definition	Professional development on regulations to improve services to the public. Drawings that comply with building regulations. Registered Professionals who comply with the code of conduct.
Source of Data	Municipalities Feedback and questionnaire results,
Method of Calculation/ Assessment	Qualitative
Assumptions	Building plan applications that do not comply with building regulations
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Baseline unknown
Indicator Responsibility	Legal and Compliance

Indicator Title	Review validation protocols to ensure that architectural curriculum include: code of conduct and national building regulations
Definition	Professional development on regulations to improve services to the public. Drawings that comply with building regulations. Registered Professionals who comply with the code of conduct.
Source of Data	Validation Reports

Method of Calculation/ Assessment	quantitative qualitative
Assumptions	Syllabus at the Architectural Learning Sites does not cover South African National Standards 10 400, National Building Regulations the Code of Conduct.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Baseline unknown
Indicator Responsibility	Education and Accreditation

Indicator Title	Reviewed Professional Practice Exam and Continued Professional Development to include code of conduct, and national building regulations.
Definition	Professional development on regulations to improve services to the public. Registered Professionals who comply with the code of conduct.
Source of Data	Professional Registration Database
Method of Calculation/ Assessment	Qualitative (the percentage of content included in each PPE and CDP activities) cycles.
Assumptions	Content not included in the PPE exam and CPD programmes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Higher than the existing content ratio
Indicator Responsibility	Professional Statutory Services

6.2.2 Outcome: Improved leadership position

Indicator Title	Outcome of stakeholder perception survey (prioritisation on primary stakeholders)
Definition	A survey which will be utilised to determine SACAP's leadership position based on leadership perception.
Source of Data	Survey / questionnaire results
Method of Calculation/ Assessment	Quantitative (utilising a scale) and qualitative (allowing for free text) measurement through a stakeholder perception survey utilising results from the section testing positive/negative perception.
Assumptions	An adequate sample size reflective of the identified stakeholder population will be obtained The stakeholders answering the survey about SACAP and its role within the built environment

	There is a need for positive sentiment to be expressed about SACAP
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	To be determined. Current baseline is unknown
Indicator Responsibility	Stakeholder Relation

6.3 Impact 3
6.3.1 Outcome: Increased awareness and engagement

Indicator Title	Link to stakeholder survey
Definition	A survey will be utilised to determine increase in awareness of SACAP.
Source of Data	Survey
Method of Calculation/ Assessment	Quantitative
Assumptions	Stakeholders are not aware about the role of SACAP and its mandate
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	To be determined. Current baseline is unknown
Indicator Responsibility	Stakeholder Relations

6.3.2   Outcome: An established and formalised relationship with institutions

Indicator Title	MOU with institutions
Definition	Enter into MOUs with relevant institutions
Source of Data	MOUs
Method of Calculation/ Assessment	Quantitative $$\frac{\substack{Number\ of\ MOU\ signed \\ (from\ 2020-2024)}}{\substack{Target\ Number\ of\ institutions \\ (2020)}} \times 100$$
Assumptions	SACAP does not have strategic relationships with regulators, departments and other institutions.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	To be determine: Current baseline unknown.
Indicator Responsibility	Registrar

6.3.3 Outcome: VAs assisting in the promoting the profession and the mandate of SACAP.

Indicator Title	Compliance with the framework for the recognition of VA
	Singing of the MOU
	Improve relations with Voluntary Associations and ensure that there is synergy in promoting the profession.
Definition	The framework for the recognition of VA sets out the requirements for recognition of VAs and the role of VAs.
Source of Data	The framework for the recognition of Voluntary Association
Method of Calculation/ Assessment	Quantitative $$\frac{Number\ of\ VAs\ in\ Complaint}{Total\ Number\ of\ VAs\ recognised\ by\ Sacap} \times 100$$ (2020)
Assumptions	VA do not comply with the requirements for recognition as set out in the board notice.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	100%
Indicator Responsibility	Stakeholder Relations