



South African Council
for the Architectural Profession

Annual Performance Plan for FY2021/22

July 2021



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1. Statement by the President

SACAP remains committed to fulfil all its statutory mandates as prescribed by the Architectural Profession Act. The 2021/22 APP presents SACAP with the opportunity to set realistic targets, and evaluate all statutory mandates. The architectural profession is experiencing devastating financial distress resulting from the economic downturn and Covid-19 pandemic. This has impacted severely on the financial resources of SACAP to carry out the statutory mandate. Notwithstanding financial resource constraints, this APP aims to integrate the key elements of regulating the architectural profession and provide a long-term framework that will guide the annual planning and budget cycles of SACAP.

As the President of the Council and all Council members, we have confidence in the ability of management to fulfil SACAP legislative mandates. I am confident that the Council and all its committees will provide full support to management to ensure that targets are achieved. The Council shall hold management accountable for the attainment of the targets.

The Council acknowledges that, given the current economic climate and the impact of COVID-19 on the architectural profession and the built environment, SACAP may not have enough resources to achieve all its targets. For this reason, the Council will strive to foster a clean administration that upholds high ethical standards and ensure that financial resources are utilised with the utmost care and good corporate governance.

The Council will play its oversight role through its various committees, using checks and balances to monitor and ensure achievement of all the targets in the APP.

This APP is a genuine confirmation of SACAP's commitment to meeting the statutory mandates. The Council endorses the 2021/22 APP and undertakes to support the management to achieve all the targets set out herein.



Ntsindiso Charles Nduku (PrArch)

President of the 5th Council

Statement by the Registrar

I am delighted to inform our stakeholders that SACAP obtained a clean audit for the 2020/21 financial year and achieved the majority of the targets. We credit the achievement of our targets to our organisational systems, including financial management, performance monitoring, good corporate governance and our committed employees. We anticipate to uphold this outcome in the new financial year.

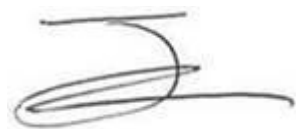
Below are some of the mandates that were achieved in the 2020/21 financial year.

- a) The guideline professional fees were published on 7 August 2020.
- b) IDoW was published in a government gazette on 30 April 2021.
- c) Code of Conduct was published in a government gazette on 19 February 2021.
- d) On 15 July 2020, SACAP introduced the first online PPE. The introduction of the online PPE has eased the burden on candidates to travel to various venues to sit for the examination. All candidates can write PPE at the comfort of their homes or offices.
- e) On 30 September 2020, SACAP availed all applicable standards to the profession for free.
- f) SACAP distributed R 40 000.00 to 11 deserving students across various educational institutions.
- g) SACAP introduced a Privy Seal, a real time registration verification mechanism. Privy Seal is an assurance to the public that the registered professional has met the standards of registration.
- h) On 28 November 2019, SACAP conducted a survey on the quality, accessibility and affordability of CPD offerings. Following the survey, on 31 October 2020, a CPD webinar was held with registered persons and voluntary associations to discuss the findings of the survey.

Among the key focus areas to be implemented during this financial year are the following:

- a) Registration of all persons who meet the requirements in the relevant categories of registration.
- b) Undertaking a fees survey and publishing guidelines professional fees.
- c) Validating architectural programs offered by Architectural Learning Sites.
- d) Investigating complaints of improper conduct.
- e) Educating stakeholders about the IDoW through webinars
- f) Engaging voluntary associations about the way forward to improve the quality and accessibility of CPDs in the architectural profession.
- g) Obtaining approval from the Construction Education and Training Authority (CETA) for the funding of the SACAP mentorship program for candidates
- h) SACAP collaboration with the SABS Academy to tailor make training and mentoring on the interpretation and application of requirements contained within SANS 10400 for the architectural profession.
- i) Development of a new website.

I can declare to all SACAP stakeholders that SACAP is committed to implement this APP, with the assistance of all our valuable employees to achieve the targets. Consequently, the plan will be implemented through the 2021/22 operational plan and the quarterly reviews will be used to monitor the performance of each unit in achieving the set target.



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 is responsible for.
- Accurately reflects the Impact, Outcomes and Outputs which the SACAP will endeavor to achieve over the period 2020/2024.

Mr. Maduwele Segobola: Signature _____




Senior Manager: Finance

Mr. Munetsi Chiunda _____



IT Manager

Ms. Nita Schmidlin _____



Registration & CPD Manager

Ms. Kimberley Rowan _____



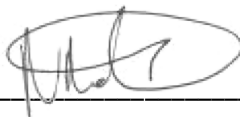
Education Manager

Mr. Ntokozo Masango _____



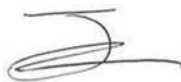
Stakeholder Relations Manager

Ms. Nandipha Ndabana _____



Senior Committee Coordinator

Adv. Toto Fiduli. Signature: _____



Registrar



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 of 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) of Section 18 of the Act, 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. 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.

Since developing the 2020-2024 Strategic plan, there have been changes within the operating environment, as well as progress in executing the strategy within the organisation. As with any world class organisation, SACAP has reviewed this operating environment and its performance over the last period, and reflected on the changes that impacts it. Through this process, the key areas impacting SACAP have been articulated. This macro and micro environment impacts have also led to SACAP revising the SWOT and PESTEL previously developed. The updates and commentary related to these are captured in this section.

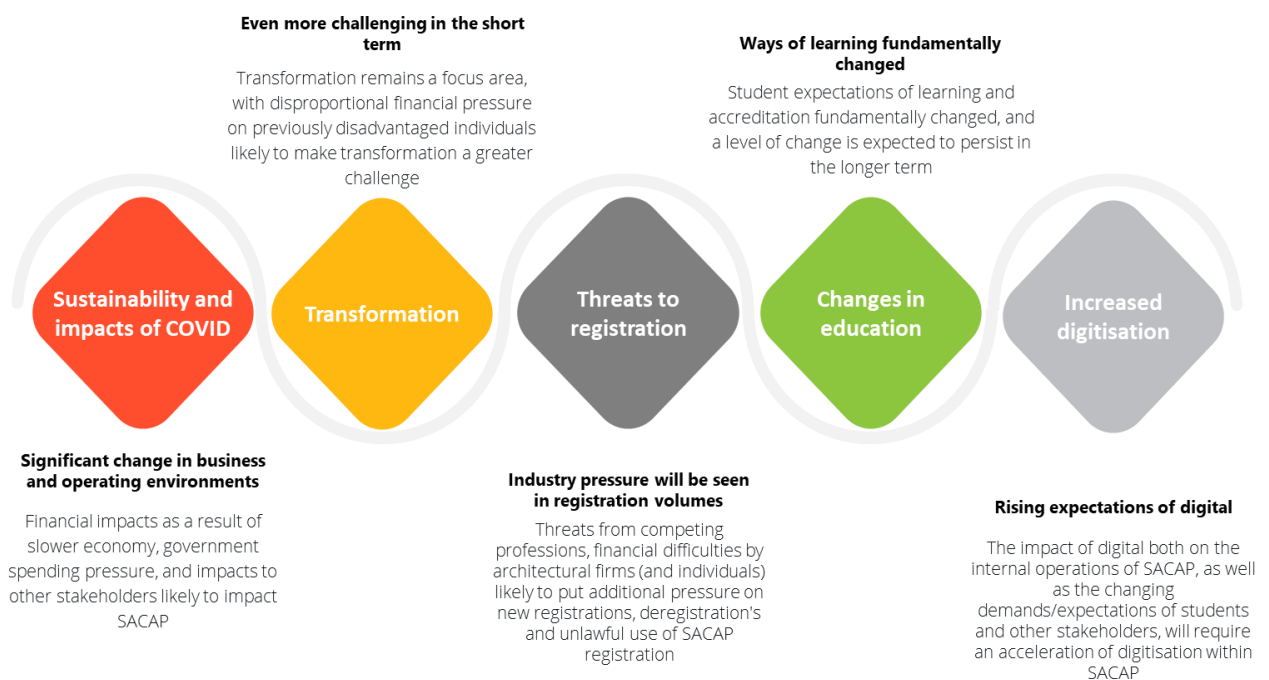


Figure 1: Themes impacting the SACAP operating environment

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.

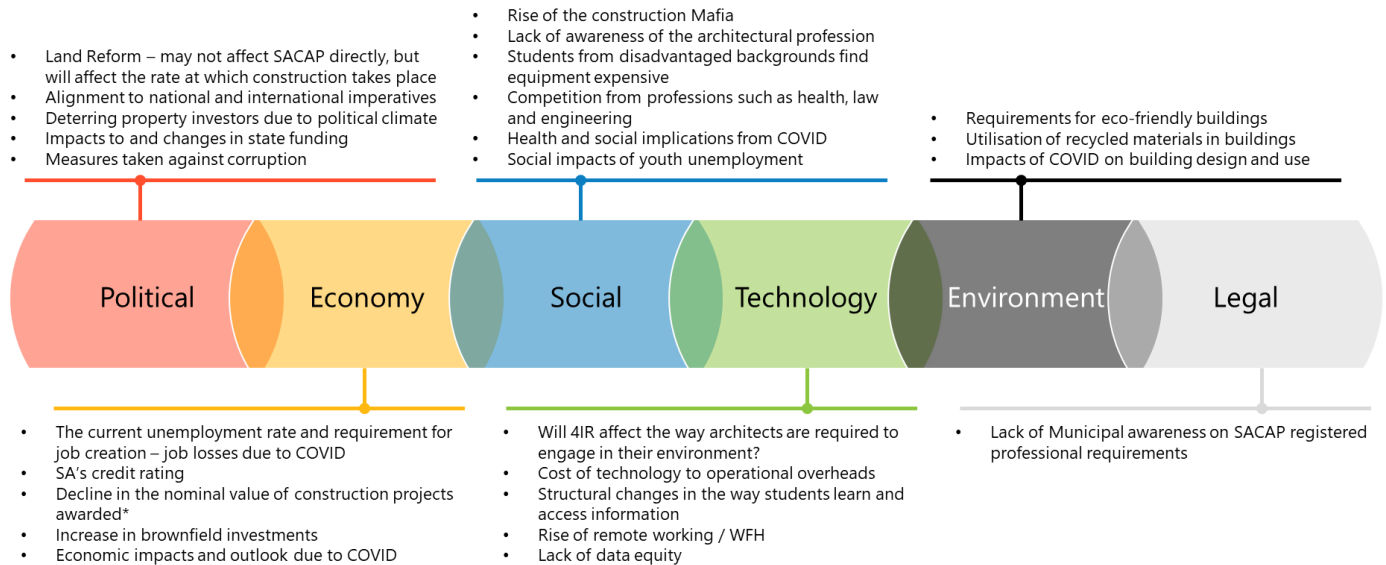


Figure 2: PESTEL Analysis

In addition to the PESTEL analysis done previously, below are some of the key considerations and changes in this PESTEL as a result of the strategic review done by SACAP:

- **Political:** Acknowledging the macro-economic pressures on state funding, and increased focus on state corruption (and potential additional governance and scrutiny across all state enterprises)
- **Economy:** Worsening economic situation in the short to medium term, compounded by the COVID pandemic.
- **Social:** Health and social impacts as a result of COVID, and further social impacts as a result of increasing youth unemployment
- **Technology:** The structural changes in education, changes in the way people work, and “data equity” have all shifted over the last two years
- **Environment:** Changes in building design taking into account COVID and new ways of work

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.

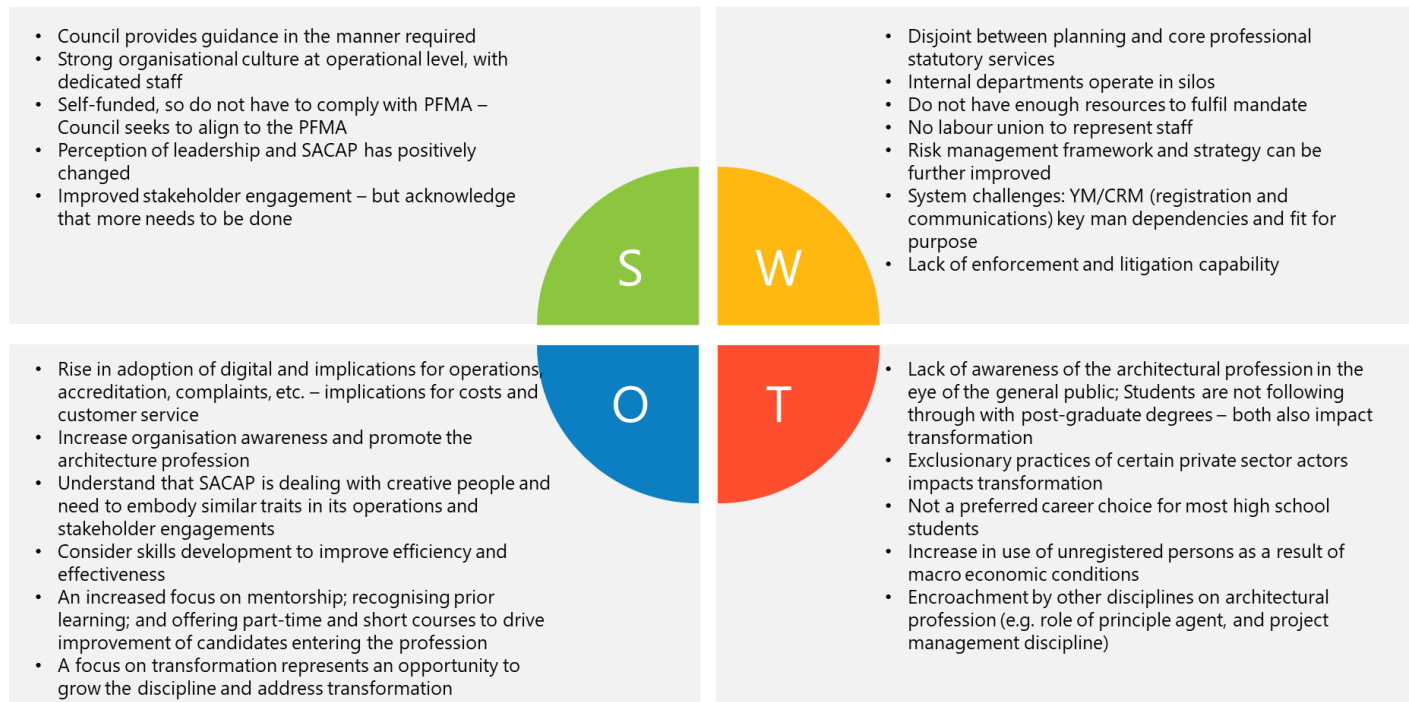


Figure 3: Organisation SWOT Analysis

When developing the SWOT for the 2020-2024 Strategic Plan, the 5th Council had just been elected, and there have been a number of challenges that the organisation had to resolve. Over the past two years, significant progress has been made by the management team, such that a revision of the SWOT was in order.

Various improvements have been made in the following areas, reflected in the updated Strengths and Opportunities

- Improved transparency and public perception of leadership of SACAP
- Promising early results from an increase in focus on stakeholders
- Reduction in systems risk in email (however, additional key man dependencies on the registrations system)
- Improvement in risk policies
- Opportunity in reducing costs and increasing customer engagement through digital
- Opportunity to improve persistency in the profession through mentorship

While the following challenges were identified and impacted the Weaknesses and Threats:

- Lack of litigation capability
- Exclusionary practices in private sector
- Further impact of unregistered individuals as a result of economic pressure
- Transformation in the sector is likely to be negatively impacted by COVID

While the Strategy reflected an increase focus on stakeholders, through the strategic review process a number of further actions were identified in order to strengthen the relationship with key stakeholders. The importance of stakeholder in executing the mandate of SACAP was made even more apparent over the previous APP period, and the following actions have been adopted at a strategic level:

- Increased scope:** Recognition that stakeholder management must include marketing and communications to ensure a holistic approach to managing stakeholders
- Broadening the reach:** acknowledging more stakeholders and stakeholder groups need to be engaged
- Deepening the focus:** developing and execution of detailed plans for all stakeholders

The stakeholder map shows two sets of stakeholders which SACAP is required to manage. Since last revisited, there have been a number of primary and secondary stakeholders added to the list. Within the primary, these include specific acknowledgment of certain internal stakeholder such as Staff, Committees and the Council; as well as differentiating between SAIA and the rest of the VA's. While Voluntary Associations play a critical role in promoting the profession, communicating SACAP's mandates and importance/benefits of registration, SAIA was highlighted specifically as a result of the importance of SAIA as a VA.

Within the secondary stakeholders, the international stakeholders (Canberra Accord, International Architectural Regulators) have been added. While the short term negative economic outlook is said to persist, there is a planned growth in infrastructural spend which will be driven by government. In acknowledging this, SACAP will increase its focus on National Treasury, DPW and other governmental bodies to ensure that it "has a seat at the table" and is able to partake effectively in the planned infrastructural investment.

The updated stakeholder list is shown below.

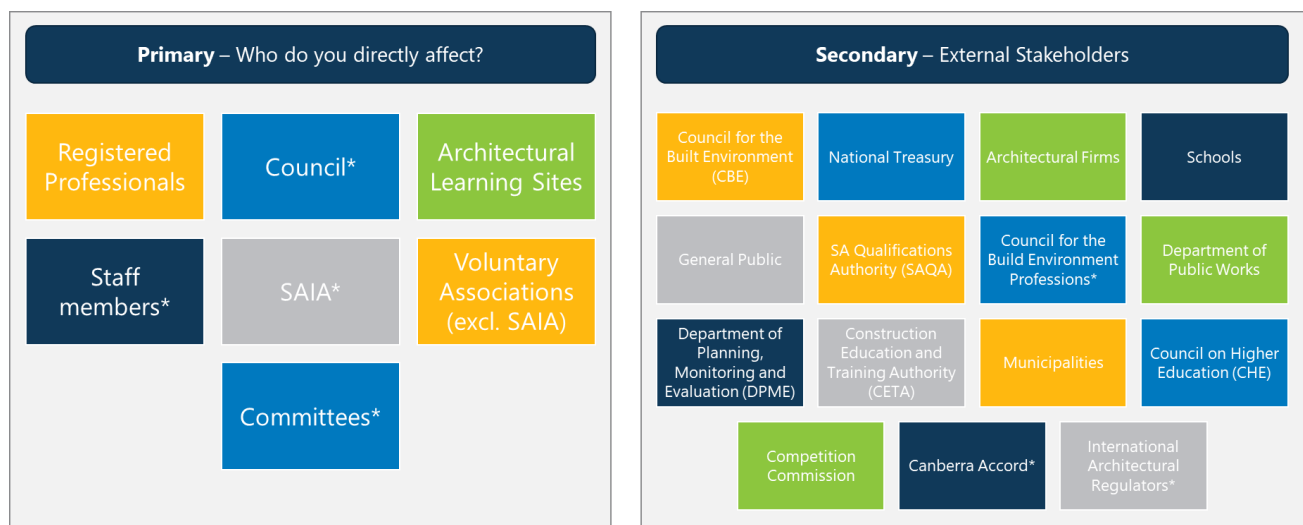


Figure 4: Stakeholder Map

All these stakeholders should form part of SACAP's stakeholder engagement plan, which not only includes stakeholder management, but marketing and communicated as well. The plan should be utilised as a platform to communicate SACAP's mandate and ultimately increase awareness about SACAP's regulatory mandate.

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 to¹:

- 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:

¹Lotakani 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)

- Lack of business acumen
- Lack of access to networks
- 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 (note updated statistics for 2020 was not available at time of APP update);

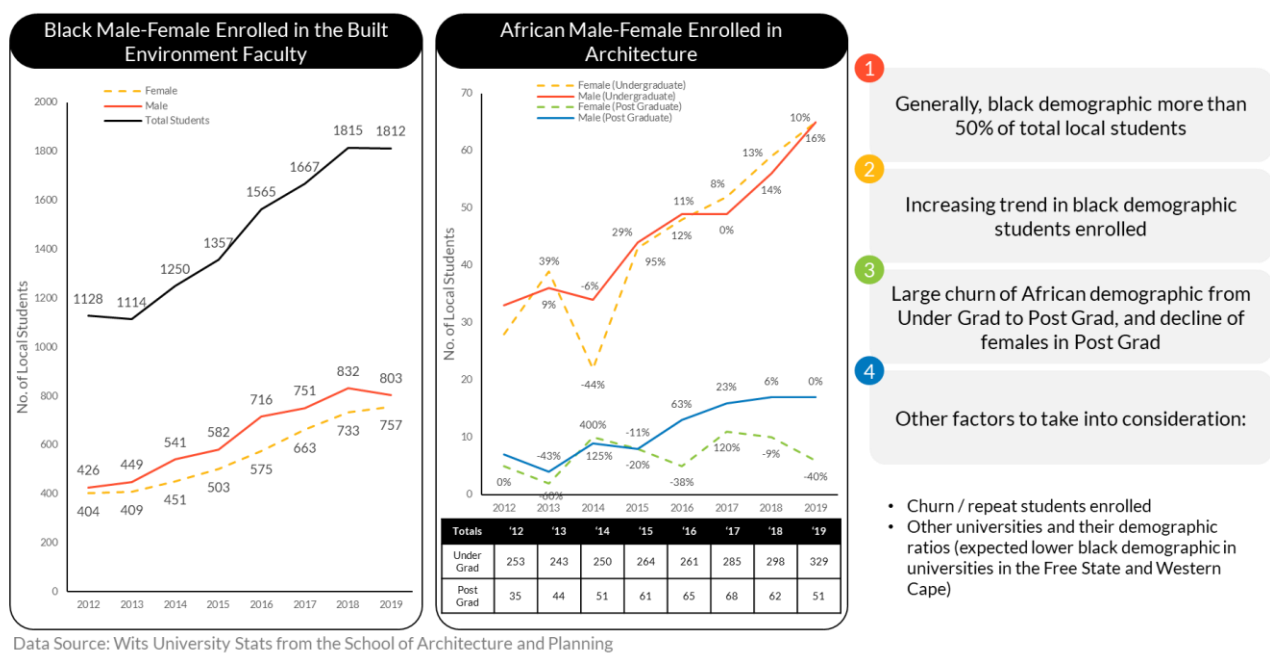


Figure 1: University of the Witwatersrand Enrolment Stats

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. While the percentage of "black" classified students has increased from approximately 30% to 35% over the 5-year period analysed, this still compares favourably to the CBE overall statistics (i.e., 35% vs 31% at CBE).

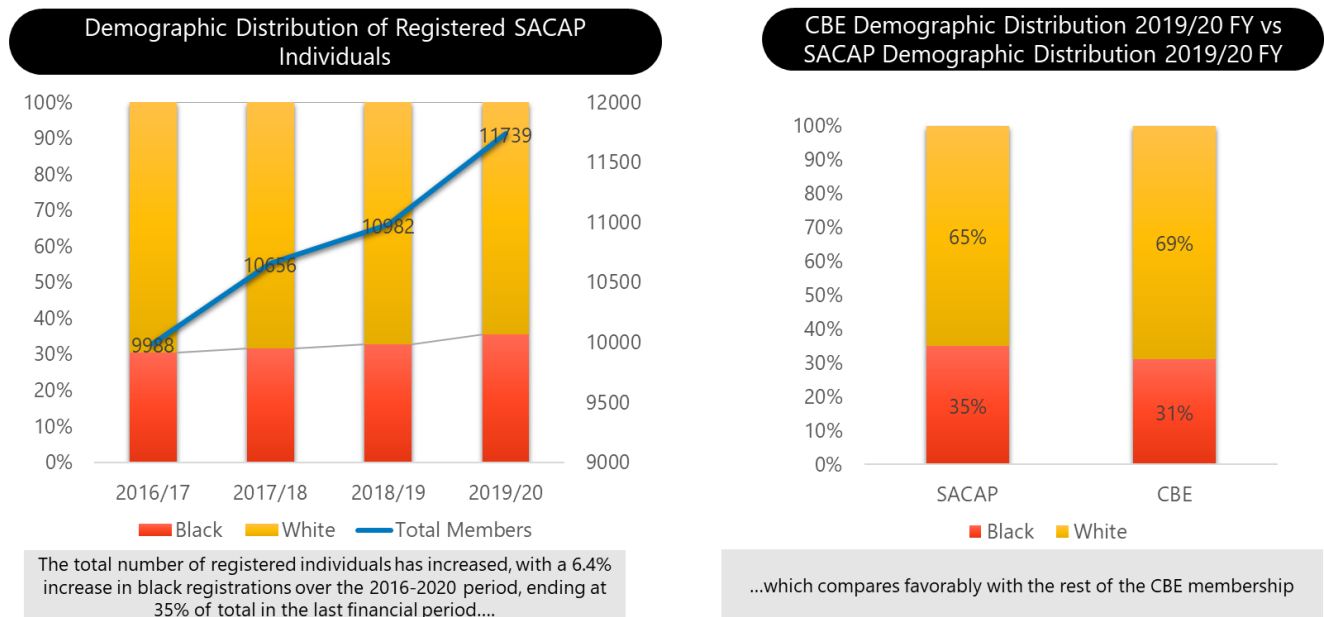


Figure 2: SACAP Registration Stats

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.

4.2 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

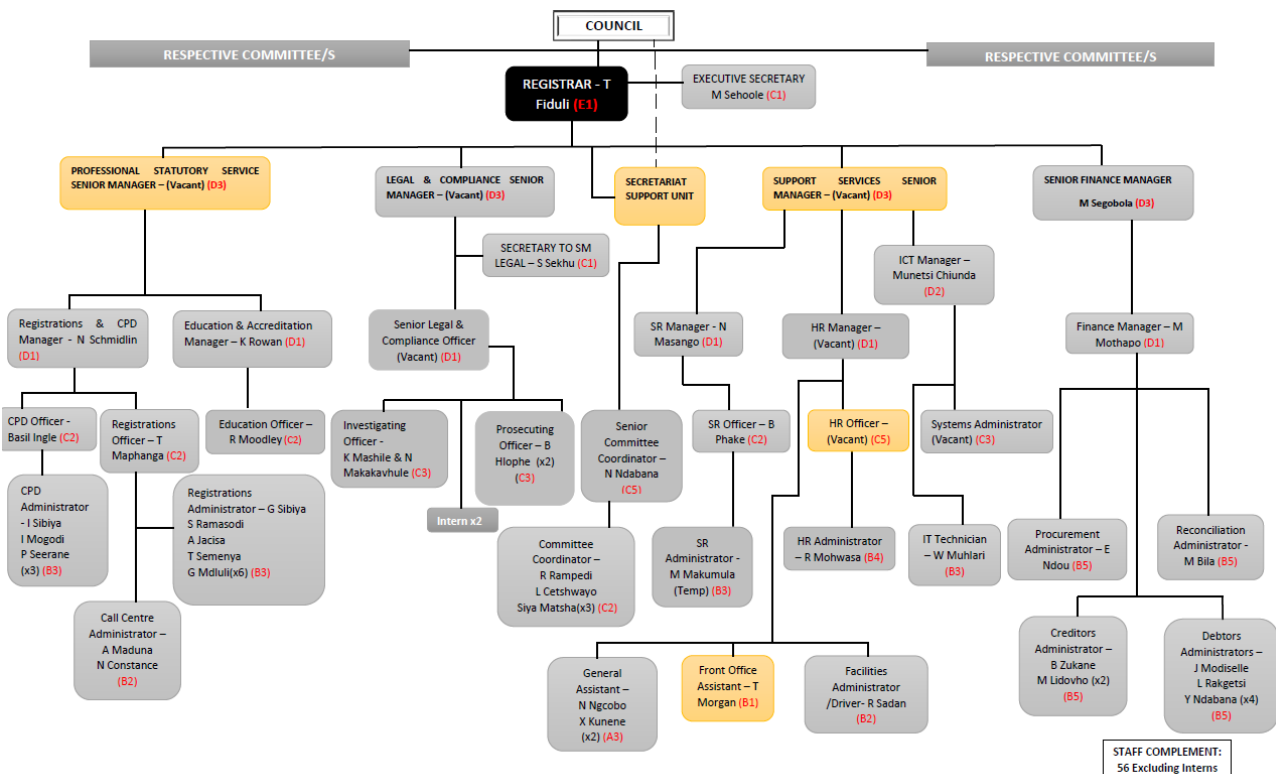
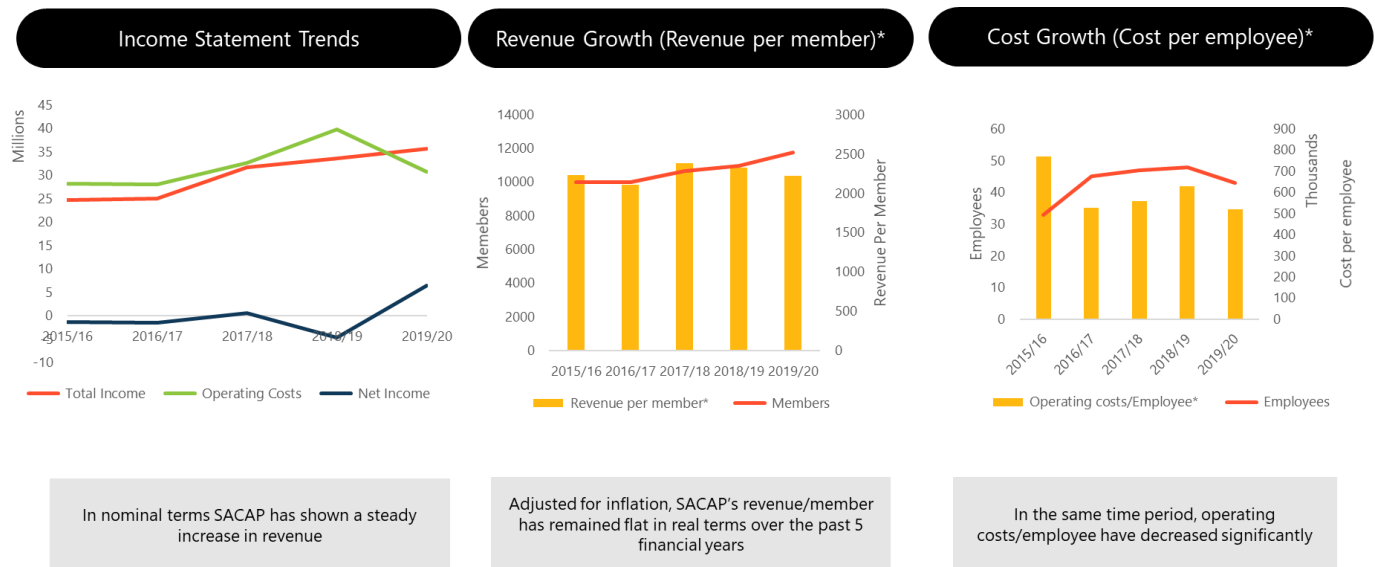


Figure 3: SACAP Organogram with Vacancies

As registration numbers increase, total income (revenue plus other income) 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.

When comparing the revenue growth (stripping out the effect of inflation) per member, we see a slight decline in real revenue per member in the last two years. Similarly, the cost per employee has been dropping in real terms (i.e., costs adjusted for inflation) demonstrating an increase in efficiency at SACAP.



Source: SACAP Annual Reports 2014/15 to 2018/19; Income includes "Revenue" and "Other Income" *Note revenue and costs in graphs adjusted to remove the effect of inflation. Inflation data based on StatsSA

Figure 4: High Level Financial Analysis

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	<ol style="list-style-type: none"> 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. Introduction of a registration category for architectural students.
Programme 2:	Positive stakeholder sentiment towards SACAP
Purpose:	To improved stakeholder sentiment towards SACAP.
Sub-Programmes	<ol style="list-style-type: none"> 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

	<ol style="list-style-type: none"> Review the Service Charter and improve turns times to queries and service we provide to registered persons and the public. Improve turn around times on complaints of improper conduct handling. 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, policies, procedures, processes and culture.
Sub-Programmes	<ol style="list-style-type: none"> Obtain approval of the strategy, annual performance plans and quarterly reports Review organisational structure Review of all policies, processes and procedures Approved Code of Conduct Promote ethical leadership Performance management and training of employees; Alignment of budget with targets and ensuring that the approved budget is not exceeded. Ensure highest standards of corporate governance, with accountability and transparency as key guiding principles. 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	<ol style="list-style-type: none"> Improve turnaround times on registration and claiming of CPD credits; Improve quality of service during Professional Practice Exams and submission of Monthly training records; Improve turnaround times on all queries and general complaints from registered persons and the public; Improve turnaround time on complaints of improper conduct handling; Engage Voluntary Associations to improve the quality of CPD activities; Engage ALS to include the Code of Conduct and National Building Regulation in the syllabus; Annual publication of guideline professional fees; Publication of the Identification of Work policy; Improve strategic relationship with law enforcement agencies and local municipalities. Improve relations with other regulatory bodies and governments departments. 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	<ol style="list-style-type: none"> 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., <i>procurement policies</i> 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:	Increasing awareness of SACAP's mandate and the importance of registered professionals in the built environment.
Sub-Programmes	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:	To partner with stakeholders to improve SACAP's delivery of its services to registered persons and the public.
Sub-Programmes	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none">▪ 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%	6%	6%	6%
		% Decrease in the cancellation and/or suspension of registrations	n/a	n/a	n/a	Development of a retention strategy by November 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 February 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
		Roadshows to promote registration	n/a	n/a	n/a	n/a	Undertake roadshows to all ALS, State Entities and Government Infrastructure Department to raise awareness about registration requirements.	Monitoring of Evaluation	Undertake roadshows to all ALS, State Entities and Government Infrastructure Department to raise awareness about registration requirements.	Monitoring of Evaluation
		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

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
	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	Identify programs to engage with stakeholders and methods of engagements. 60 Public digital Awareness campaigns 1 VA Forum	16 Roadshows 9 Municipalities Engagement; 30 Public Awareness	20 Roadshows 9 Municipalities Engagement; 30 Public Awareness
		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	1	1	1
		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	70%	70%	70%

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
	Programme 3: An organisation that is more aligned	Clear strategic objectives, annual performance plans, quarterly reports. Approved organisational structure, policies, 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
		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.	05 employees will be trained.	10 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;	Effective controls around procurement and revenue processes; variance analysis report;	Effective controls around procurement and revenue processes; variance analysis report;

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
								Income statement and cash flow forecasts produced.	Income statement and cash flow forecast	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
		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 the PPE and MTR policies to ensure efficiency by November 2020. Introduction of online PPE 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
						Review procedures for submission of MTR by August 2020	Review procedures for submission of MTR by August 2020.			
		Improve turnaround times on registration Improve turnaround times of RPL assessments	n/a	n/a	n/a	Review the registration policy by October 2020	Develop effective registration processes and procedures by June 2020.	Develop procedures for RPL, Special Consent and Special Limited dispensation	Monitoring and evaluation	Review
		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 July.	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	n/a	n/a	n/a	Engagement with government infrastructure	Engagement with government infrastructure	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
		learning experiences and for benchmarking purposes.				departments and other regulatory bodies to build relationships by December 2020	departments and other regulatory bodies to build relationships by December 2020			
		Publication of the Identification of Work Policy	n/a	n/a	n/a	Consult with all stakeholders and prepare recommendation on IDoW and submit recommendations on IDoW to CBE	Consult with all stakeholders and prepare recommendation on IDoW 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.	Gazetted IDoW and promote and educate all stakeholders on the IDoW.	Monitoring and evaluation	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 October 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

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
		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
		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	Publish 1 practise note.	Publish 1 practise note	Publish 1 practise note
		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	A relevant marketing and communication strategy	n/a	n/a	New indicator	Integrated Marketing and Communication	Implementation of the strategy effective April 2020.	Monitoring and evaluation	Review of the strategy.	

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
	awareness and engagement					strategy developed and approved by April 2020.				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 common areas and ultimately enter into an MoU by March 2021	Engagement with the NHBRC with the objective of identifying common areas and ultimately enter into an MoU by March 2021.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		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

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
		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.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		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.%	1.5%	1.5%	1.5%	15%
		Decrease cancellation and suspension of registration	Retention of registered persons	Implementation of the retention strategy.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Registered persons upgrading to higher categories of registration through Recognition of Prior Learning (RPL), Special Consent.	Upgrade of Registered persons who meet the requirements to higher categories of registration.	Assess 80 applications for RPL and Special Consent.	Assess 20 applications	Assess 20 applications	Assess 20 applications	Assess 20 applications
		Registration category for architectural students.	Registration category for students.	Registration of architectural students.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Roadshows to promote registration	Registration growth	Undertake roadshows to all ALS, State Entities and Government Infrastructure Department to raise awareness about registration requirements	Monitoring and evaluation	Monitoring and evaluation	Roadshows to promote registration and provide requirements for all categories of registration.	Monitoring and evaluation
		Introduction of specified categories	Specified category of registration 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,	Stakeholder strategy (Yes/No)	Identify programs to engage with stakeholders and methods of engagements. 60 Public digital Awareness campaigns 1 VA Forum	15 digital public awareness campaigns, and messages to identified stakeholders	15 digital public awareness campaigns, and messages to identified stakeholders.	15 digital public awareness campaigns, and messages to identified stakeholders	15 digital public awareness campaigns, and messages to identified stakeholders. 1 VA Forum

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		and monitoring and evaluation.						
		Increased feedback from all key stakeholders through surveys to assess the performance of SACAP.	% Increase in feedback	1 perspective survey conducted per annum.			Undertake 1 survey	Monitoring and evaluation
		Review Service Charter to improve turnaround times.	Service charter reviewed and developed (Yes/No)	Effective execution of the service charter.	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation	Monitoring and evaluation
		Convene Disciplinary Tribunals as prescribed by section 30 of the Architectural Profession Act.	Completed disciplinary matters.	60% of the matters referred to the Disciplinary Tribunal.	15%	15%	15%	15%
		Negotiate plea agreements with registered persons charged with improper conduct.	Signed agreement	50% plea agreements.	10%	10%	10%	20%
		Improve turnaround time on complaints of		70 % completed cases.	20%	20%	20%	10%

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		improper conduct handling	No. of cases completed within the time frame (No.)					
	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)	Review of the strategy effective July 2021	-	Review of the strategy	-	Monitoring & evaluation
		Performance management	Signing of performance agreements with all employees every financial year.	Performance management of all employees through signing of performance agreements and performance reviews.	Signing of performance agreements effective April 2021	Performance reviews	Monitoring & Evaluation	Performance reviews
		Training of employees;	Number of employees trained	Training of 50 employees	50	0	2	3
		Review organisational structure	Structure reviewed (Yes/No)	1 Review organisational structure	Review the operating model	Monitoring & evaluation	Monitoring evaluation	Monitoring & evaluation
		Review of all policies, processes and procedures.	Policies reviewed (Yes/No)	Review all policies that are due for review as indicated in the policy.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring Evaluation	Monitoring & Evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Fill in all critical positions.	Improved performance by the organisation in terms of targets.	Fill in 4 positions in this Financial Year.	Fill in 3 positions	Fill in 1 position	-	-
		Implementation of the succession planning.	Succession planning in place.	Effective implementation of the succession planning and regularly reporting.	Report on coaching, mentoring and transferring of skills.	Report on coaching, mentoring and transferring of skills.	Report on coaching, mentoring and transferring of skills.	Report on coaching, mentoring and transferring of skills.
		Ensure highest standards of corporate governance, with accountability and transparency as key guiding principles.	Declaration of interest by all Council, Committee and employees.	Obtain approval of all declaration of interests forms from Council and ensure that each Council, Committee and employees sign the declaration of interests.	Obtain approval of the declaration of interests' forms	Singing of the declaration of interests by all employees, Council and Committee members annually.	Monitoring & Evaluation	Monitoring & Evaluation
		Ensure that the SACAP Calendar is prepared and submitted to all Committees and approved by Council.	Approved activity calendar.	Preparation of the SACAP activity calendar and approval by Council.	Obtain approval of the activity calendar.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Effective and efficient scheduling	Well organised meetings.	All meetings organised on time	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		of all Council and Committee meetings.		and agenda circulated on time and the minutes pack circulated on time.				
		Ensure accurate and quality minutes are produced for Council and Committee meetings. Production of action lists and circulation of action lists to relevant implementors.	Timely production of accurate minutes and action list. Action list completed on time.	Minutes for all Committees & Council produced with 14 days. Action lists produced and implemented.	All Committees and Council minutes produced within 14 days.	All Committees & Council minutes produced within 14 days.	All Committees & Council minutes produced within 14 days.	All Committees & Council minutes produced within 14 days.
		Invoices paid within 30 days	All invoices paid within 30 days of receipt.	100%	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Effective management of Accounts payable and compliance with the Supply Chain Management policy.	All invoices paid within prescribed timelines. Effective collection of all annual fees.	Accounts payable within 30 days. Collection of 95% of all invoices issued. All quotations and tenders shall	Quality reports issued	Quality reports issued	Quality reports issued	Quality reports issued

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Effective collection of all invoices issued to RPs.	Improved collection of fees charged by SACAP.	comply with the SCM.				
		Percentage of total value of procurement awarded to BBBEE-compliant service providers.	Compliance with BBBEE policies	70%	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		To ensure compliance and sound governance.	Clean audit outcome for previous financial year	Unqualified audit outcome				Unqualified audit outcome
		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 to ensure that targets are met in line with the approved budget.	Report on budget and targets.	Report on budget and targets	Report on budget and targets	Report on budget and targets
		Ensure that emails, internet and telephones are functional during working hours.	Ability of employees to have access to emails, internet and telephones.	Reliable internet, emails and telephones.	Upgraded the telephone PABX and email business continuity and security filter	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Ensure reliable server infrastructure and ensure IT functions, including data storage, hosting	Server infrastructure that continues to meet the needs of SACAP to operate seamlessly.	monitoring and maintaining servers to operate at peak performance.	Remote supporting for Users working for home,	Workstation Consolidation, System hardening that secured the network from	Monitoring & Evaluation	Monitoring & Evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		websites, emails, and applications are protected. Provide technical support, hardware and software management.			Network and system fencing filter out any system attacks	hacking, virus and security breaches		
		Up to date website	Well maintained website with accurate information.	The website shall be regularly updated to ensure that the information on the website is relevant and up to date.	Development of a new website.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Effective Disaster and Business Continuity Plan	Effective Offsite Backup	Reliable offsite disaster recovery site	Implementation of the Disaster Recovery Site and Business Continuity	Offsite backup Replicated weekly	Monitoring & Evaluation	Monitoring & Evaluation
		Effective and efficient IT support to all employees and SACAP activities.	Improved IT support.	Ensure that all employees of SACAP receive IT support within a reasonable time.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
Impact 2	Programme 1: Better quality service	Engage Voluntary Associations (VA) to improve the quality of CPD activities	Improved quality of CPDs	Engage all recognised VA about the outcome	Engage VAs and Educational institutions about the outcomes of the		Implementation of the agreed way forward with regard to the quality and	Monitoring & Evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
	delivery to the public			of the CPD survey and the webinar.	survey and webinar.		accessibility of the CPDs.	
		Improve quality of Professional Practice Exams and management of Monthly training records;	Seamless PPE and a simple way to submit Monthly training records;	Effective online PPE and a simple way to submit MTRs.	Monitoring and evaluation	Monitoring and evaluation.	Monitoring and evaluation	Monitoring and evaluation
		Schedule PPE	Ensure effective and efficient PPE for all registered candidates.	Schedule 2 PPEs	1 st PPE scheduled for 19/20 May	-	2 nd PPE scheduled for October	-
		Improve turnaround times on registration and claiming of CPD points;	Efficient and effective approval of CPD points.	Approval of all CPD points within a reasonable time.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation
		Improve turnaround times on all queries and general complaints from registered persons and the public;	Effective implementation of the Service Charter.	Reports on response time on Legal, Finance and Registration emails. Introduction of calls and email	Reports on response time on Legal, Finance and Registration emails	Reports on response time on Legal, Finance and Registration emails	Reports on response time on Legal, Finance and Registration emails	Reports on response time on Legal, Finance and Registration emails. Introduction of email and call feedback.

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
				evaluation by all stakeholders.				
		Annual publication of guideline professional fees;	Fees guidelines published? (Yes, No)	Annual Publication and gazetting of Guideline Professional Fees.	Monitoring evaluation	Publication of Guidelines Professionals Fees.	Monitoring Evaluation	Monitoring & Evaluation
		Engage ALS to include the Code of Conduct and National Building Regulation in the syllabus;	Reviewed syllabus which includes Code of Conduct & NBR, SANS 10 400.	Monitoring & evaluation of the syllabus and its impact on the throughput.		Monitoring & evaluation	-	Monitoring & evaluation
		Conduct validation visits.	Validated educational institution which has a department, school or faculty of architecture.	5 validation visits to educational institutions.		2 validation visits	1 validation visit	2 validation visits
		Improve strategic relationship with law enforcement agencies.	Formalised strategic relationships with the South African Police Services, the South African Local Government	Continues engagement with the South African Police Services, SALGA and Local Municipalities with regard to all regulations in the	Monitoring & evaluation of the relationships	Monitoring & evaluation	Workshop webinar on the IDoW with Local Municipalities.	Monitoring & evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
			Association, Local Municipalities.	architectural profession.				
		Regular communication with Home Owners Associations and the Association of Residential Communities	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 with regard to the IDoW.	-	Workshop webinar on the IDoW with Home Owners Association	Monitoring evaluation	Monitoring & evaluation
		Engage with other regulatory bodies for learning experiences and for benchmarking purposes						
		Consultation with all relevant stakeholders with regard to 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.	Gazetting of the IDoW.	Workshop webinar on the IDoW	Workshop webinar on the IDoW	Workshop webinar on the IDoW
		Submission of recommendation						

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		on the identification of work for each category of registered persons to the CBE. Publication and gazetting of the Identification of Work policy						
	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.	-	-	-	Publication of the research findings.
		Take the lead in seeking solutions on issues affecting the built environment. E.g., <i>procurement policies</i>	Lead discussion on issues affecting the built environment. (Yes/No)	Engage with relevant departments to influence policies on issues affecting the built environment.		1 engagement	Monitoring evaluation	& 1 engagement
		Women's Day Webinar to have meaningful conversations about the role and challenges women	Webinar hosted in August 2021.	Host 1 Women's Day Webinar.	-	Women's Day webinar	-	Transformation webinar

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		face in the architectural profession.		Host 1 Webinar on transformation.				
		Transformation webinar to have a meaningful discussion about transformation and how SACAP can contribute to transformation of the architectural profession.	Webinar on Transformation of the Architectural Profession					
		Youth day Webinar to have meaningful engagement on challenges the youth face in the architectural profession.	Webinar hosted in June 2021	1 Webinar in June 2021	Architectural youth webinar			
		Publish research on the status of the profession and other relevant issues impacting the profession	Published of research findings.	1 x research paper published				1 x research paper published on the status of the profession
		Facilitate mutual recognition agreement with	Initiate discussion with African architectural	Initiate discussions on Mutual Recognition	Engagement and negotiations	Engagement and negotiations	Engagement and negotiations	Engagement and negotiations

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		other countries with the intention of aligning standards to allow international movement of services.	regulatory to set a regional body to facilitate Mutual Recognition Agreement.	Agreement (MRA) with other architectural regulatory bodies				
		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	Implementation of Life time achievement awards in the built environment and architecture	Seeking funding from possible donors to fund the SACAP awards.	-	Write letters to possible funders to request funding.	-	Monitoring & evaluation
		Promote Canberra accord and its benefits to the profession and the public	Promote the benefits of the Canberra Accord (Yes/No)	Publish 2 articles on the Canberra Accord and its benefits.		1 x practice note published		1 x practice note published

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Performance evaluation of Council and Committees	Evaluated Committee and Council members.	Performance review of all Council and Committees.				Performance review of Council and Committees
		Compliance with CBE policy frameworks	Aligned regulations with the CBE policy frameworks.	Alignment of policies of SACAP with policy frameworks and effective corporate governance within the organisation.		Monitoring & evaluation	Monitoring & evaluation	Monitoring & evaluation
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.	Engagement with all stakeholders	Develop strategies, methods of engagement with all stakeholders.		Monitoring & evaluation		Monitoring & evaluation
			Effective stakeholder engagement programs.	4 editions of Newsletter and 4 newspaper articles published annually	edition of Newsletter and 1 newspaper article Published per quarter	edition of Newsletter and 1 newspaper article Published per quarter	edition of Newsletter and 1 newspaper article Published per quarter	edition of Newsletter and 1 newspaper article Published per quarter

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
			Update social media accounts as per content received (Excluding public holidays, weekends and holiday periods)	<p>Provided regular content updates to SACAP social media platforms.</p> <p>30 tweets and 30 Facebook Messages</p>	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
			Number of SACAP print Products distributed	<p>7 of SACAP print Products distributed</p> <p>3 banners</p> <p>1 Annual Report</p>	1 Brochure;	1; Brochure 1; Flyers 3 banners	1x Flyers; 1x Brochure; 1x annual report printing	1 x Flyers; 1 x Brochure
			Create YouTube Content	4 x Video published	1 x Video	1 x Video	1 x Video	1 x Video
			Stakeholders Convention	1 x Convention	-	-	1 x Convention	Monitoring and evaluation of the recommendation
		Engage Department of	Ongoing engagement	Engagement with SEDA about their	Monitoring & Evaluation	& Monitoring & Evaluation	Monitoring & Evaluation	& Monitoring & Evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Small Business Development/ Small Enterprise Development Agency (SEDA) on developmental support of registered persons.		offerings such as incubation, mentorship, business training and financial training for registered persons.				
		Established MOU between SACAP and CSIR	Established? (Yes/No)	Implementation of the MoU		Monitoring & Evaluation	Monitoring & Evaluation	& Monitoring & Evaluation
		Established MOU between SACAP and NHRBC	Established? (Yes/No)	Engagement with the NHRBC on possible areas of collaboration.		Discussions about areas of collaboration with the NHRBC	Monitoring & Evaluation -	& Monitoring & Evaluation -
		Engagement with Government departments responsible infrastructure projects; standards and regulations.	Engagement with Government departments responsible infrastructure projects on all standards and regulations.	Communicate with Government departments responsible infrastructure projects about all regulations for the profession. E.g., IDoW/Guideline Fees/Code of Conduct		Monitoring & Evaluation		Monitoring & Evaluation

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Engagement between SACAP and Local Municipalities;	Continues engagement between SACAP and Local Authorities.	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 profession and the SACAPs mandate.	Review of the framework for recognition of Voluntary Associations	Reviewed framework for recognition of Voluntary Associations board notice.	Publication & Gazetting of the new Framework. Approval of applications that comply with the requirements.		Consultation with VA on the proposed requirements for recognition. Publication of the board notice.	Invitation to all VAs to apply for recognition, assessment of all applications and recognise VA that comply.	Monitoring & Evaluation
		Partnership with VAs to undertake Guideline Professional Fees survey.	Partnership entered into on specific issues in the architectural profession.	Joint guideline professional fees survey for the architectural profession.	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation

Explanation of Planned Performance over the Medium-Term Period The 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 imbalances. 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 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 SACAP's 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.	<ol style="list-style-type: none"> False qualifications Reliability of information on database, including correct evaluation of applications for registration in appropriate registration category Inability to retain current membership Professionals disinterested in paying fees 	<ol style="list-style-type: none"> Risk Mitigations: <ol style="list-style-type: none"> Council approval for independent verification of academic qualifications Requirements for verification of qualifications to be included in all Stakeholder communication Risk Mitigations: <ol style="list-style-type: none"> Have registration policy approved by Council Update data capturing guidelines in terms of the latest development in the online system Regular revision of online forms in accordance with requirements Information regarding registration to be included in all Stakeholder communication Risk Mitigations: <ol style="list-style-type: none"> Develop new system for recording and updating practice information Enforce practice information updates Obtain Council approval to conduct inspections Increased public and registered member awareness Submit resolutions to Council on consequences for not adhering to requirements for candidacy Increase awareness on the benefits of fees and the protection received as a registered professional with SACAP
	Positive stakeholder sentiment towards SACAP	<ol style="list-style-type: none"> Failure to meet relevant regulatory requirements in terms of Identification of Work (IDoW) 	<ol style="list-style-type: none"> Council to work on revised IDoW policy
	An organisation that is more aligned	<ol style="list-style-type: none"> Policies not developed / updated 	<ol style="list-style-type: none"> Develop / update policies as soon as possible
Impact 2	Better quality service delivery to the public	<ol style="list-style-type: none"> Poor service delivery with professional statutory services 	<ol style="list-style-type: none"> Risk Mitigations: <ol style="list-style-type: none"> Approved registration policy Specialised training for contact centre

Impact	Outcome	Key Risk	Risk Mitigation
			<ul style="list-style-type: none"> b. Structured guidelines for contact centre c. Workshop to be arranged by SR Unit regarding communication protocol when dealing with stakeholders
	Improved leadership position	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 1. Risk Mitigations: <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 1. Failure to create mechanism by which the public can access reliable information on non-registered practitioners 	<ul style="list-style-type: none"> 1. Risk Mitigations: <ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 1. Failure to enter into memorandum of understanding and service level agreement resulting in inadequate service delivery and delivery on mandate 	<ul style="list-style-type: none"> 1. Risk Mitigations: <ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 1. VAs not complying with rules of recognition of voluntary association. 	<ul style="list-style-type: none"> 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: $\frac{\text{Number of New Registered Professionals (from 2020 – 2024)}}{\text{Total Number of Registered Professional (2019)}} \times 100$
Assumptions	<ul style="list-style-type: none"> 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	<p>Quantitative: Each year, the percentage of number of cancellations + suspensions relative to number of registered professionals in that year will be calculated as follows:</p> $\frac{(Number\ of\ Cancellations\ +\ Number\ of\ Suspensions\ (2024))}{Total\ Number\ of\ Registered\ Professionals\ (2024)} \times 100$
Assumptions	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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 spends 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	<ol style="list-style-type: none"> 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	<p>Quantitative</p> $\frac{(Actual - Planned Budget) \text{ 2020/2021}}{Planned Budget \text{ (2020/2021)}} \times 100$
Assumptions	<ul style="list-style-type: none"> • 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	<ol style="list-style-type: none"> 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	<p>Quantitative</p> $\frac{Achieved Target - Planned Targets \text{ (from 2020 - 2024)}}{Planned Target \text{ (2010)}} \times 100$
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 $\frac{\text{Achieved Target} - \text{Planned Targets (from 2020 - 2024)}}{\text{Planned Target (2010)}} \times 100$ <p>This is also measured by ensuring that all statutory reporting is submitted timely</p>
Assumptions	<ul style="list-style-type: none"> • 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	<p>Quantitative</p> $\frac{\text{Number of MOU signed (from 2020 – 2024)}}{\text{Target Number of institutions (2020)}} \times 100$
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
	$\frac{\text{Number of VAs in Complaint}}{\text{Total Number of VAs recognised by Sacap (2020)}} \times 100$
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