



South African Council
for the Architectural Profession

Strategic Plan for 2020-2024

17-18 July 2019



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ABBREVIATIONS

Abbreviation	Description
SACAP	South African Council for the Architectural Profession
DPME	Department of Monitoring and Evaluation
PESTEL	Political, Economy, Social, Technological, Environmental and Legal
VA	Voluntary Association
IDoW	Identification of Work
SWOT	Strengths, Weaknesses, Opportunities and Threats

1. Statement from the president

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

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

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

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

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

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

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

Ntsindiso Charles Nduku (PrArch)

President of the 5th Council

2. Statement from the registrar

It is with great pleasure and honour to present the 2020 – 2024 Strategic Plan and Annual Performance Plan (APP) of SACAP, which was developed in congruent with the DPME Framework.

SACAP has embarked on an organisational turnaround strategy to drastically improve governance, service delivery, internal processes and establish a strong reputation as an effective statutory regulator for the profession. The appointment of the 4th term interim Council in December 2017 set the foundations for the much-required governance and the fulfilment of the statutory mandate of SACAP.

This strategic planning document seeks to break from an era of maladministration and failure to fulfil statutory mandate of SACAP and chart a completely new road map to build an inclusive, efficient and effective SACAP.

This Strategic Plan specifies the aspirations and priorities of SACAP in the short, medium and long term. The priorities are outlined into impacts, outcomes and outputs in order to fulfil the mandate of SACAP. Even though the strategy encompasses a period of four years, it is assessed annually and quarterly to test its relevance against the ever-changing built environment, the country's political, economically and social landscape. In addition, SACAP's annual budget is developed based on the APP.

The strategy is premised on the fact that SACAP should be resourced and capacitated to assume the critical role of regulating the architectural profession by setting standards for person's education and training, professional skills, conduct, performance and ethics; keep a register of persons who meet the standards; approve programmes which persons must complete to register; and take action when registered persons on the register do not meet the standards.

This strategic plan has been developed by the 5th term Council with the full support and contribution of SACAP management from all key areas of the organisation. The Management of SACAP has charted an ambitious but realistic programme of action and is fully committed to its implementation of this strategy.

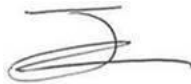
Adv. Toto Jeremiah Fiduli

Registrar of SACAP

3. OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of SACAP under the guidance of the 5th Term Council;
- The strategic plan takes into account all the relevant policies and legislation mandates for which SACAP is enjoined to fulfil; and
- Accurately reflects the Impact, Outcomes and Outputs which the South Africa Council for the Architectural Profession (SACAP) will endeavour to achieve over the period 2020 - 2024.



Adv. Toto Jeremiah Fiduli Signature: _____

Registrar



Approved by:

Charles Ntsindiso Nduku Signature: _____

5th term President

4. PART A: OUR MANDATE

4.1 Constitutional Mandate

SACAP is a regulatory body established by an Act of Parliament. The core mandate of SACAP is to protect the public by regulating the architectural profession. SACAP does not operate in a vacuum, but within the ambit of the Constitution, the highest law in South Africa. The following are excerpts of the constitutional mandate applicable to SACAP:

- In terms of section 22, Act No. 108 of 1996, every citizen has the right to choose their trade, occupation or profession freely. The practice of a trade, occupation or profession may be regulated by law. Thus, SACAP's prime mandate is to regulate the profession and protect the public.
- In terms of Section 24 of Act 108 of 1996, everyone has the right to an environment that is not harmful to their health or wellbeing; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that— (i) prevent pollution and ecological degradation; (ii) promote conservation; and (iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.
- In terms of Section 26 of Act 108 of 1996, everyone has the right to have access to adequate housing; the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right; No one may be evicted from their home, or have their home demolished, without an order of court made after considering all the relevant circumstances. No legislation may permit arbitrary evictions.
- In terms of Section 41 of Act 108 of 1996, all spheres of government and all organs of state within each sphere must— (a) preserve the peace, national unity and the indivisibility of the Republic; (b) secure the well-being of the people of the Republic; (c) provide effective, transparent, accountable and coherent government for the Republic as a whole; (d) be loyal to the Constitution, the Republic and its people; (e) respect the constitutional status, institutions, powers and functions of government in the other spheres; (f) not assume any power or function except those conferred on them in terms of the Constitution; (g) exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and (h) co-operate with one another in mutual trust and good faith by— (i) fostering friendly relations; (ii) assisting and supporting one another; (iii) informing one another of, and consulting one another on, matters of common interest; (iv) co-ordinating their actions and legislation with one another; (v) adhering to agreed procedures; and (vi) avoiding legal proceedings against one another.

- Furthermore, an Act of Parliament must— (a) establish or provide for structures and institutions to promote and facilitate intergovernmental relations; and (b) provide for appropriate mechanisms and procedures to facilitate settlement of intergovernmental disputes.
- An organ of state involved in an intergovernmental dispute must make every reasonable effort to settle the dispute by means of mechanisms and procedures provided for that purpose and must exhaust all other remedies before it approaches a court to resolve the dispute.
- If a court is not satisfied that the requirements of subsection (3) have been met, it may refer a dispute back to the organs of state involved.

4.2 Legislative and Policy Mandates

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

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

1) Register:

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

2) Determination of fees and charges:

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

3) Education in architecture

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

4) General mandates of Council

- a. Determine, subject to section 25, the requirements with which a Voluntary Association must comply to qualify for recognition by the Council;
- b. The Council may, if the Voluntary Association complies with the requirements determined in terms of section 14(d), recognise that association and issue it with a certificate of recognition;
- c. Advise the Minister, any other Minister or the CBE on any matter relating to the architectural profession;
- d. Encourage and itself undertake research into matters relating to the architectural profession;

- e. Take any steps it considers necessary for the protection of the public in their dealings with registered persons for the maintenance of the integrity and the enhancement of the status of the architectural profession;
- f. Take any steps it considers necessary for the improvement of the standards of services rendered by registered persons;
- g. Create an awareness amongst registered persons of the importance to protect the environment against unsound architectural practices;
- h. take any steps which it considers necessary, where, as a result of architectural related undertakings, public health and safety is prejudiced;
- i. Print, circulate, sell and administer the publication of, and generally take any steps necessary to publish, any publication relating to the architectural profession and related matters.

5) Financial mandate

- a. Collect and invest funds of the Council;
- b. Keep full and correct account of all monies received and expended by it;
- c. Prepare a statement of income and expenditure and a balance sheet showing its financial position as at the close of the financial year to which it relates;
- d. The statement and balance sheet must be audited by an auditor registered in terms of the Public Accountants' and Auditors' Act, 1991 (Act No. 80 of 1991);
- e. Six months from the close of each financial year or such other period as may be agreed to by the Minister after a request by the Council, submit the audited statement and balance sheet to the Minister and must provide a copy to the CBE;
- f. Six months from the close of each financial year, provide the CBE with a report regarding its activities during that financial year, for the purpose of section 4 of the Council for the Built Environment Act, 2000;

6) Practising architecture

- a. A person may not practise in any of the categories contemplated in subsection (1), unless he or she is registered in that category;
- b. A person who is registered in the category of candidate must perform work in the architectural profession only under the supervision and control of a professional of a category as prescribed;
- c. A registered person must use his or her title in all architectural reports and other documentation relating to his or her work in the architectural profession, prepared by or for him or her;
- d. The council may determine abbreviations or acronyms for the titles referred to in subsection (1);
- e. A person who is not registered in terms of this Act, may not perform any kind of work identified for any category of registered persons; pretend to be, or in any manner hold or allow himself or herself to be held out as a person registered in terms of this Act; use the name of any registered person or any name or title referred to in section 18 or 21; or perform any act indicating, or calculated to lead persons to believe, that he or she is registered in terms of this Act.

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

7) Identification of work

- a. Council must consult with all Voluntary Associations; any person; anybody; or any industry, regarding the identification of the type of architectural work which may be performed by persons registered; and
- b. After the process of consultation, the council must submit recommendations to the CBE regarding the work identified in terms of subsection (1), for its consideration and identification in terms of section 20 of the Council for the Built Environment Act, 2000.

8) Professional Guideline Fees

- a. Council must annually, after consultation with the Voluntary Associations determine guideline professional fees and publish those fees in the Gazette; and
- b. Ensure that the principles upon which determination of fees which registered persons are entitled to charge in terms of Section 34 of the Act are in accordance with any legislation relating to the promotion of competition

9) Professional conduct

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

10) Investigation of charge of improper conduct

- a. Council must investigate any complaint where Council has reasonable grounds to suspect that a registered person has committed an act which may render him or her guilty of improper conduct; or a complaint, charge or allegation of improper conduct has been brought against a registered person by any person;
- b. If the Council is convinced that sufficient grounds exist for a charge to be preferred against such a registered person. The council must furnish a charge sheet to the registered person;

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

11) Appeals

- a. A registered person found guilty of improper conduct may appeal to the Council against a finding of the disciplinary tribunal or against the sentence, or both;
- b. A registered person may on payment of the prescribed fees and within 30 days from the date on which the refusal or cancellation came to his or her knowledge, appeal to the council against that decision.

4.3 SACAP Policies and Strategies Over the Planning Period

The following policies were under review:

- Payment policy
- Cell Phone and 3G policy
- Fixed Assets Disposal Policy
- Provision for Doubtful Debt and Debt Write-off Policy
- Financial Policy
- SACAP Investment Policy
- Petty cash Policy
- Supply chain Management Policy.

The 5th term Council has established a Transformation Committee to address transformation imperatives within the architectural profession. The Committee's Terms of References are currently under development and the strategy of the Transformation Committee is being developed and it seeks to address the following:

- Increase awareness about architecture in designated persons schools and communities;
- Encourage designated groups to take up architectural studies;
- Create an enabling environment and opportunities for specialisation and comparative advantage for designated;
- To ensure that procurement policies of the National Government supports transformation imperatives;
- Engage all relevant stakeholders on the transformation agenda;
- Review education around architecture and foster transformation;
- Redress segregation and injustices of the past by levelling the playing field;
- Increase gender inclusivity within the built environment;
- advise the minister on the state of the profession and transformation imperatives which must be supported by the Ministry;
- Ensure internal and external gender balance and diversity

4.4 Relevant Court Proceedings

SACAP instituted legal proceedings against the former Registrar, the proceedings are underway. In addition, legal proceedings which were instituted by certain 4th term Council members against SACAP and the Minister of the National Department of Public Works have not been removed from Court, despite the fact that the matter has not been set down for hearing for years.

5. PART B: OUR STRATEGIC FOCUS

5.1 Vision

Transformed Architectural leaders serving society in a sustainable built environment

5.2 Mission

The mission matches the impact statements developed by SACAP. The mission is as follows:

- 1) A SACAP that is inclusive and transparent
- 2) An Architectural profession recognised as a global leader in the built environment
- 3) A clear understanding of our mandate amongst other regulators and stakeholders towards comprehensive conclusive delivery

5.3 Values

- **Responsibility:** Being accountable for our decisions and actions
- **Excellence:** Promoting high standards
- **Integrity:** Ethical behaviour, honesty and trustworthiness
- **Respect:** Ethos of dignity, tolerance and consideration
- **Transparency:** Appropriate disclosure of information and open debate
- **Cohesiveness:** Shared, coherent values and aspirations

5.4 Situational Analysis

SACAP has adopted the Revised Framework for Strategic Plans and Annual Performance plans in the next strategy term of 2020-2024. The revised framework shifts strategy development from the conventional goals

and objectives to a more measurable impact and outcomes-based strategy. This new framework is reflected in this new strategy report.

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

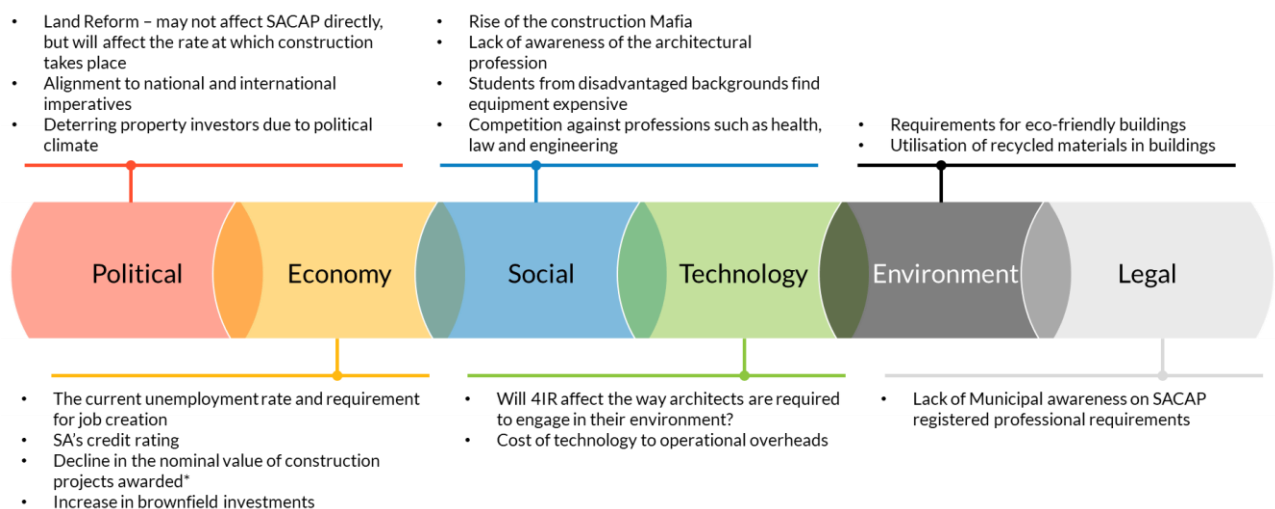


Figure 1: PESTEL Analysis

Below are some of the key considerations from this PESTEL:

- There is a decline in the nominal value of construction projects awarded¹, resulting in a predictable reduced utilization of architectural professionals.
- It is expensive to study architecture and architecture competes against perceived lucrative professions such as medicine, law and engineering. This deters students from selecting architecture as the preferred career choice.
- There is a lack of awareness of the architectural profession and the importance of architectural professionals by the public² in general.
- Local Municipalities accept drawings from persons who are not registered².

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.

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

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

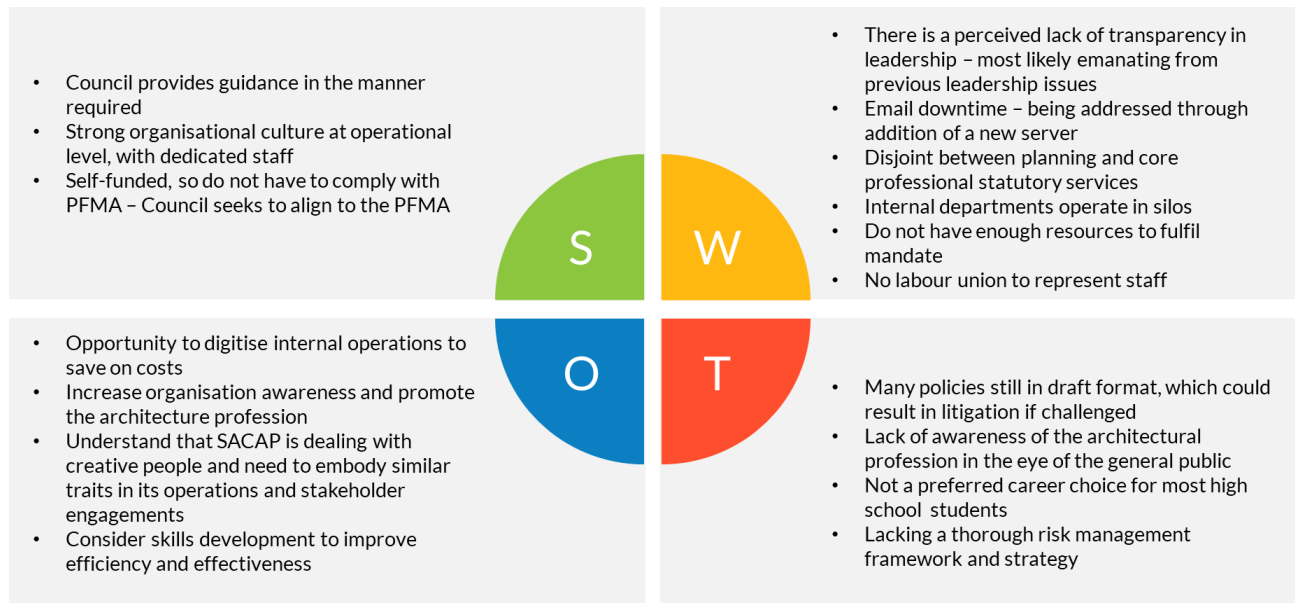


Figure 2: Organisation SWOT Analysis

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

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

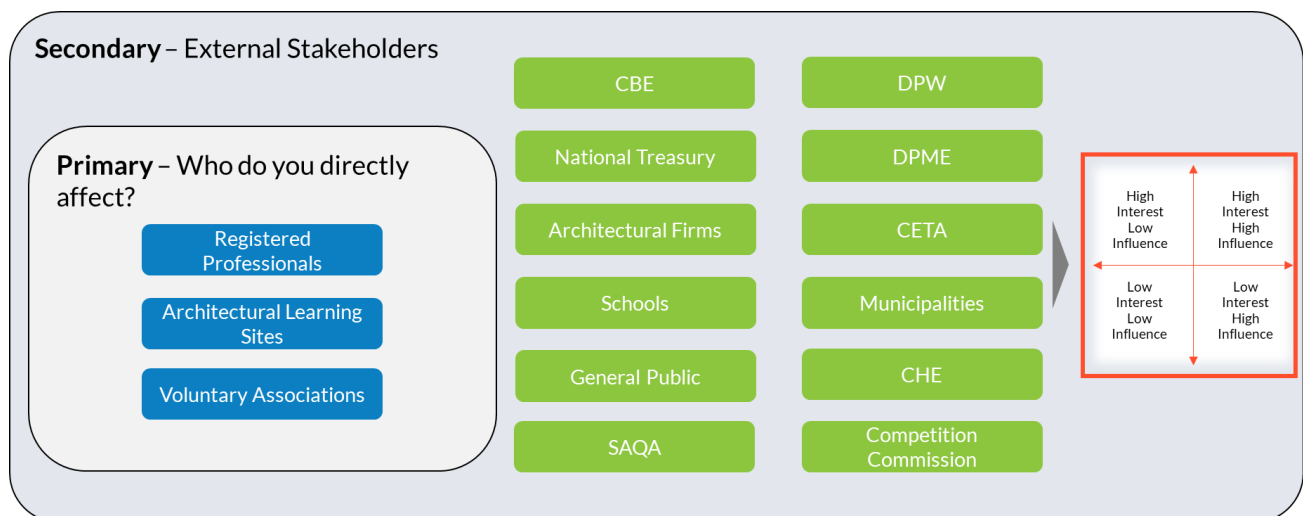


Figure 3: Stakeholder Map

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

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

- The Competition Commission has indicated that the Identification of Work policy is exclusionary and anti-competitive. In addition, the Competition Commission took a decision that professional guideline fees amount to indirect price fixing.
- Local Municipalities do not always ensure that only registered professionals submit drawings for approval.

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

5.5 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 to³:

- 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:
 - 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;

³Lotakani 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)

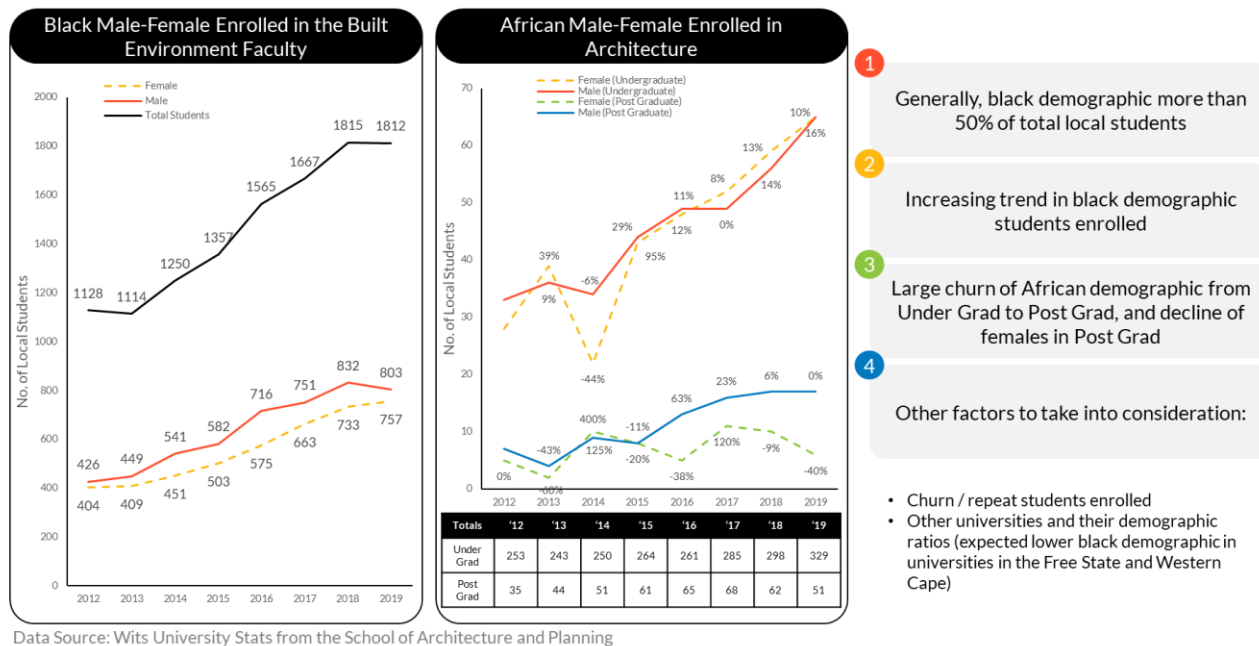


Figure 4: University of the Witwatersrand Enrolment Stats

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

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

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

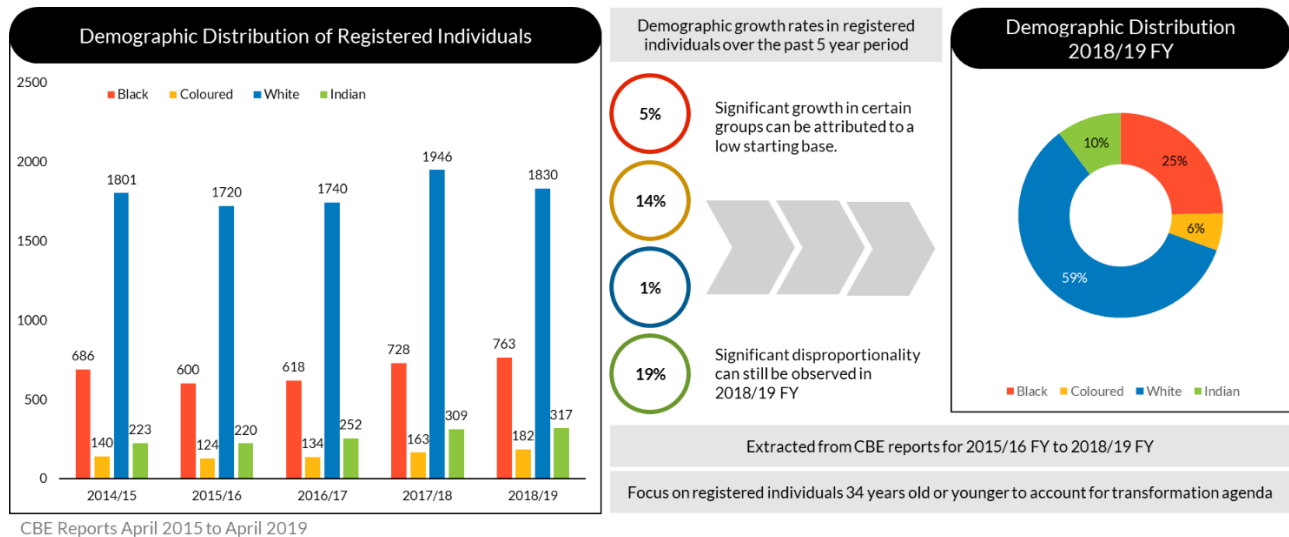


Figure 5: SACAP Registration Stats

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

5.6 Internal Environment Analysis

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

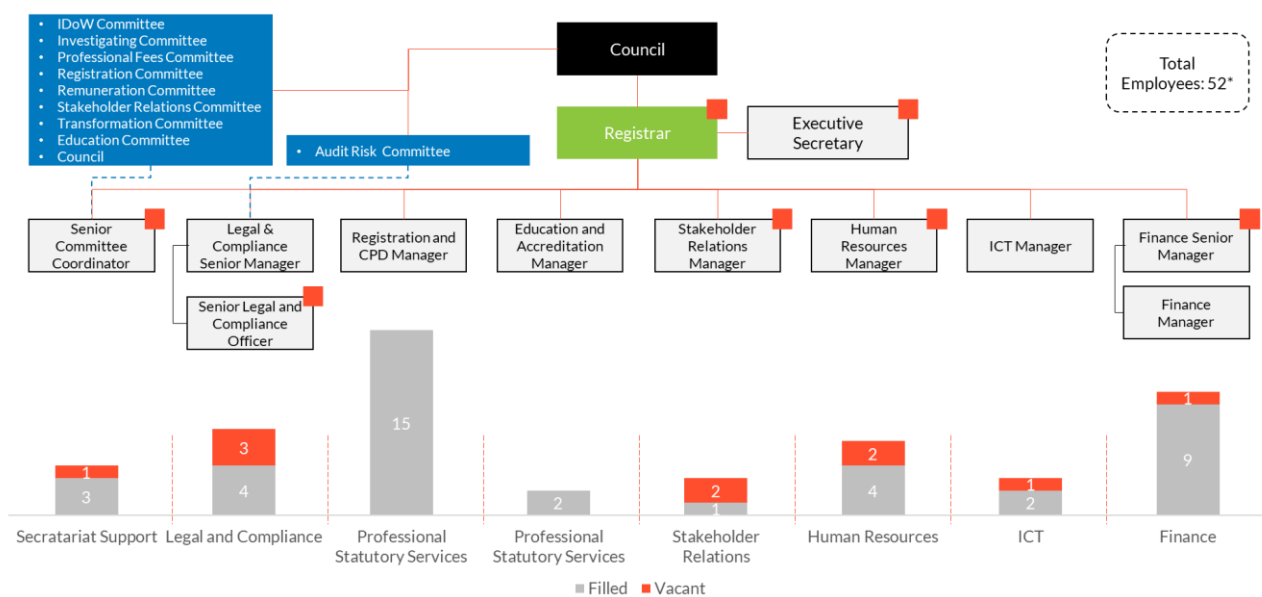
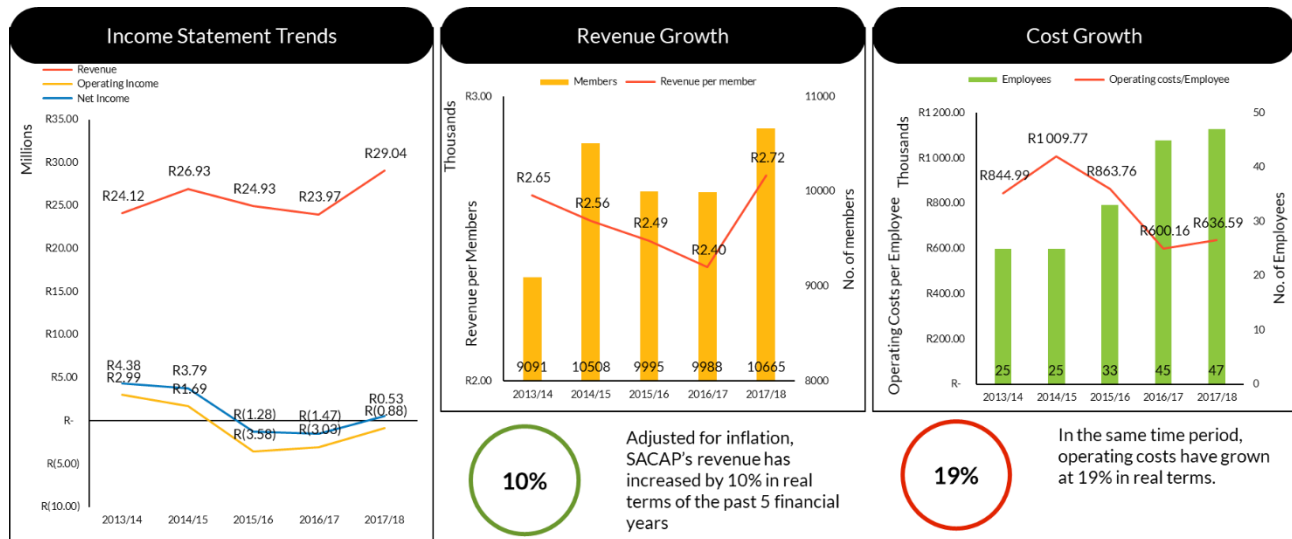


Figure 6: SACAP Organogram with Vacancies

Financial data was analysed to identify areas of concern. This is shown in the following figure.

**Figure 7: High Level Financial Analysis**

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

6. PART C: MEASURING OUR PERFORMANCE

6.1 Institutional Performance Information

6.1.1 Measuring the Impact

Impact Statement 1

A SACAP that is inclusive, transparent, and effective

Impact Statement 2

An architectural profession recognised as a global leader in the built environment

Impact Statement 3

A clear understanding of our mandate amongst other regulators and stakeholders towards comprehensive conclusive delivery

6.1.2 Measuring Outcomes – Impact Statement 1

Impact Statement 1

A SACAP that is inclusive, transparent, and effective

Table 1: Impact 1 Outcomes

Outcome	Outcome Indicator	Baseline	4-Year Target
Overall growth and retention of registered persons	1. 10.5% growth in registered persons	9.1%	10.5%
	2. Decreasing suspension/ cancellation of registration with a proper retention strategy.		
Positive stakeholder sentiment towards SACAP	1. Outcome of stakeholder perception survey (prioritisation on primary stakeholders)	New indicator	4 stakeholder perception survey conducted and report produced.
An organisation that is more aligned	1. Budget performance 2. General performance 3. Planning targets met (100% and/or no.) 4. Reporting achievements (100% and/or no.)	70%	100%

6.1.3 Measuring Outcomes – Impact Statement 2

Impact Statement 2

An architectural profession recognised as a global leader in the built environment

Table 2: Impact 2 Outcomes

Outcome	Outcome Indicator	Baseline	4-Year Target
Better quality service delivery to the public	1. Increased enforcement of standards and regulations.	90%	100%
	2. Improve compliance on drawings submitted by registered professionals to Municipality with building regulations.	New indicator	80%
	3. Review validation protocols to ensure that architectural students are taught about the code of conduct, and national building regulations.	New Indicator	80%
	4. Review of the Professional Practice Exam to include code of conduct, and national building regulations questions.	New Indicator	100%
Improved leadership position	1. Outcome of stakeholder perception survey (prioritisation on primary stakeholders)	New indicator	4 stakeholder perception survey conducted and reports produced

6.1.4 Measuring Outcomes – Impact Statement 3

Impact Statement 3

A clear understanding of our mandate amongst other regulators and stakeholders towards comprehensive conclusive delivery

Table 3: Impact 3 Outcomes

Outcome	Outcome Indicator	Baseline	4-Year Target
Increased awareness and engagement	1. stakeholder survey results	New indicator	4 stakeholder surveys
Established and formalised relationship with institutions	1. MOU entered into with institutions	New indicator	10 MOUs signed with institutions
VAs assisting in the promotion of the profession and the SACAPs mandate.	1. Adherence to the framework for recognition of Voluntary Associations. 2. Signed MOU	New indicator	100%

6.1.5 Explanation on planned performance over the planning 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) Economy and employment, this links to creating jobs and providing adequate training to ensure skilled individuals.
- 2) The rationale for the choice of indicators; the indicators for the outcomes follow the SMART indicators format;
 - a) S – Specific – should be clear to people with a basic knowledge of the issue, programme or initiative and clearly articulated, well defined and focussed;
 - b) M – Measurable – should be able to determine the degree to which there is completion or attainment. Using the same (ideally quantifiable) methodology and information, findings should be able to be replicated;
 - c) A – Achievable – should be realistic, practical, and attainable within operational constraints dependent upon availability of resources, knowledge and timeframe;
 - d) R – Relevant – Should be tied to government priorities and mandate and help or contribute to the bringing about of the desired outcome in society, economy and environment'; and
 - e) Time-Bound – should have clear deadlines expressed.
- 3) Key enablers – the following are key enablers to achieve targets;
 - a. Increased primary stakeholder engagement;
 - b. Improving internal operations; and
 - c. Communication of the strategy to internal staff

6.2 Key Risks

Impact	Outcome	Key Risk	Risk Mitigation
Impact 1	Overall growth and retention in registered persons.	<ol style="list-style-type: none"> 1. Fraudulent or false qualifications 2. Reliability of information on database, including correct evaluation of applications for registration in appropriate registration category 3. Inability to retain current registered persons 4. Registered persons disinterested in paying annual fees 	<ol style="list-style-type: none"> 1. Risk Mitigations: <ol style="list-style-type: none"> a. Council approval for an independent verification of academic qualifications (South African Qualification Authority); b. Requirements for verification of qualifications to be included in all Stakeholder communication 2. Risk Mitigations: <ol style="list-style-type: none"> a. Registration policy approved by Council b. Update data capturing guidelines in terms of the latest development in the online system; c. Regular revision of online registration forms; d. Information regarding registration to be included in all Stakeholder communication. 3. Risk Mitigations: <ol style="list-style-type: none"> a. Develop new system for recording and updating practice information; b. Enforce practice information updates; c. Obtain Council approval to conduct inspections in architectural practices. d. Increased awareness about the role of SACAP and its mandate to all stakeholders; e. Enforce compliance on candidates not adhering to the requirements for candidacy. 4. Increase awareness on the benefits of paying annual fees and the advantages received as a registered person with SACAP.
	Positive stakeholder sentiment towards SACAP	<ol style="list-style-type: none"> 1. Failure to meet relevant regulatory requirements in terms of publishing the Identification of 	<ol style="list-style-type: none"> 1. Submission of recommendations on the IDoW to the Council for Built Environment; follow up with CBE to determine the scope of work for each category of registered person and gazette the IDoW. 2. Publish professional guideline fees that are in line with Competition Laws

Impact	Outcome	Key Risk	Risk Mitigation
Impact 2		Work (IDoW) and Guideline professional fees.	
	An organisation that is more aligned	1. Policies and procedures not updated and approved by Council.	<ol style="list-style-type: none"> Develop / update policies and procedures as soon as possible and ensure that they are duly approved by Council. Compliance with legislative requirements and governance frameworks.
	Better quality service delivery to the public and the profession.	1. Failure to fulfil the statutory mandate.	<ol style="list-style-type: none"> Risk Mitigations: <ol style="list-style-type: none"> Effective and efficient registration and continuing professional development systems; Speedy response to all enquiries; Public awareness campaigns on the mandate of SACAP; Publication of the Identification of Work and Guidelines Professional Fees; Introduction of national building regulations and code of conduct on all CPD activities and on the Professional Practice Examination; Prosecution of persons who practice architecture without being registered; Effective and efficient accreditation of architectural learning sites and accredited of all colleges offering architecture.
	Improved leadership position	1. Architectural professionals are led by other built environment professionals.	<ol style="list-style-type: none"> Risk Mitigations: <ol style="list-style-type: none"> Repositioning the architectural professionals as leaders in the built environment Taking the lead in championing pertinent issues in the built environment Ethical Council, Committee, Management and staff

Impact	Outcome	Key Risk	Risk Mitigation
Impact 3	Increased awareness and engagement	1. Failure to create mechanism to create awareness about the mandate of SACAP.	1. Risk Mitigations: <ul style="list-style-type: none"> a. Undertake stakeholder engagement forums b. Publication of newsletters about SACAP and the profession activities; c. Undertake road shows to promote SACAP and the profession;
	An established and formalised relationship with institutions	1. Failure to enter into memorandum of understanding and service level agreements resulting in inadequate service delivery and delivery on mandate SACAP mandate.	1. Risk Mitigations: <ul style="list-style-type: none"> a. Enter into MOUs with Local Municipalities, Law enforcement authorities; Government Departments; Built Environment Councils and service level agreements with service providers to advance the interests of the profession.
	VAs assisting in promoting the profession and the SACAP mandate.	1. VAs reluctance to work with SACAP due to strained relations.	1. Improve relations with Voluntary Associations and ensure that there is synergy in promoting the profession. 2. Rebuild relations with VAs and other stakeholders.

6.3 Public Entities

Not applicable to SACAP.

7. PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

7.1 Impact 1

Outcome: Overall growth and retention of registered persons

Indicator Title	1. 10.5% growth in the register 2. Decreasing 6% of cancellations/suspensions
Definition	1. Number of growing the register as a 10% of base 2. Number of registered persons deregistered as a 6% of base
Source of Data	Register (registration database)
Method of Calculation/ Assessment	Quantitative
Assumptions	Factors that accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	Target for Women: Target for Youth: Target for People with Disabilities:
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Growth the register and a transformed profession as well as a decrease in cancellation/ suspension of registered persons
Indicator Responsibility	Registrar and Professional Support Services

Outcome: Positive stakeholder sentiment towards SACAP

Indicator Title	Outcome of stakeholder perception survey (prioritisation on primary stakeholders)
Definition	Analyse a predetermined survey sent out to primary stakeholders to determine public view of SACAP's performance.
Source of Data	Survey
Method of Calculation/ Assessment	Qualitative
Assumptions	Factors that accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Evidence based reports developed from analyses of surveys, the implementation thereof will be used to promote and

Indicator Responsibility	influence policies, programmes and projects for empowerment of SACAP employee and for stakeholders' engagements. SM: Corporate Services and M: Stakeholder Relations
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Outcome: An organisation that is more aligned

Indicator Title	<ol style="list-style-type: none"> 1. Budget performance 2. General performance 3. Planning targets met (% and/or no.) 4. Reporting achievements (% and/or no.)
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	Quantitative
Assumptions	Factors that accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the -year target
Desired Performance	Achieve 100% expenditure of budget appropriation; unqualified and clean audit opinion on financial statements; and assessment of the effectiveness of internal controls in financial management and general upkeep performance.
Indicator Responsibility	SM: Finance

7.2 Impact 2

Outcome: Better quality service delivery to the public

Indicator Title	<ol style="list-style-type: none"> 1. Increased enforcement of standards and regulations; 2. Improve quality and compliance of drawings submitted by registered professionals to Municipality with building regulations. 3. Reviewed validation protocols to ensure that architectural students are taught about the code of conduct, and national building regulations. 4. Reviewed Professional Practice Exam to include code of conduct, and national building regulations. 5. Continuing professional development activities on code of conduct and national building regulations.
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Definition	<ol style="list-style-type: none"> 1. Professional development on regulations to improve services to the public. 2. Drawings that comply with building regulations. 3. 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	<p>How the performance is calculated (quantitative)</p> <p>How the performance is assessed (qualitative)</p>
Assumptions	Factors that accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Compliance with the code of conduct and Drawings that comply with national building regulations and all building standards.
Indicator Responsibility	Legal and Compliance, Professional Statutory Services

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	Qualitative
Assumptions	Factors that accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	One report annually showing progress and trends on in leadership sphere of influences in terms of the organisation overall performance, staff morale, and feedback from the external (stakeholder) survey feedback about the organisation service delivery status.
Indicator Responsibility	Stakeholder Relation SM: Corporate Services

7.3 Impact 3

Outcome: Increased awareness and engagement

Indicator Title	Link to stakeholder survey
Definition	A survey which will be utilised to determine increase in awareness of SACAP and engagement thereof
Source of Data	Survey
Method of Calculation/ Assessment	Quantitative
Assumptions	Factors that accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Evidence based reports developed from analyses of surveys and implementation which is used to promote and influence policies, programmes and projects for empowerment of stakeholders' engagements and awareness
Indicator Responsibility	Stakeholder Relations

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	How the performance is calculated (quantitative)
Assumptions	Factors that accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	MOUs developed and signed with the relevant institutions
Indicator Responsibility	Registrar

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

Indicator Title	Compliance with the framework for the recognition of VA and defined partnerships. 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
Method of Calculation/ Assessment	Quantitative
Assumptions	Factors that accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the four-year target
Desired Performance	Compliance with the framework for the recognition of VAs and cordial relationship between SACAP and VAs.
Indicator Responsibility	M: Stakeholder Relations