



South African Council  
for the Architectural Profession

## Annual Performance Plan for FY2023/24

1 April 2023



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## 1. Statement by the President

SACAP remains committed to fulfilling its statutory mandates as prescribed by the Architectural Profession Act. The 2023/24 Annual Performance Plan (APP) will enable the Council to provide oversight and accountability in ensuring that management takes action to achieve desired results as set out in the APP.

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

The Council acknowledges that SACAP may not have enough financial and human resources to achieve all its desired targets. For this reason, the Council will strive to foster a clean administration that upholds high ethical standards and ensure that the limited financial resources are utilised with the utmost care and good corporate governance.

This APP is a genuine confirmation of SACAP's commitment to fulfilling statutory mandates. The Council endorses the 2023/24 APP and undertakes to support the management to achieve all the targets set out herein.



Ntsindiso Charles Nduku (Pr Arch)

President of the 5<sup>th</sup> term Council

## Statement by the Registrar

It gives me great pleasure to present the 2023/24 Revised Annual Performance Plan to our stakeholders. This Annual Performance Plan is aligned with the Department of Public Works & Infrastructure's strategic goals. It contributes towards the delivery of the objectives of the National Development Plan ("NDP") and the Medium-Term Strategic Framework ("MTSF").

In preparation for this Annual Performance Plan, consideration was taken of the key mandates as stipulated in the Architectural Profession Act. The core mandates include setting standards for education and training, registration, professionals conduct, continuing professional development, competence and skills and monitoring of compliance with the standards.

As we present the Annual Performance Plan for the financial year 2023/2024, we are committed to regulating the architectural profession notwithstanding the budgetary constraints that we face. The Annual Performance Plans identify the programs and subprograms and targets that SACAP aims to achieve in the new financial year. As SACAP we are committed to implementing this APP to achieve the targets. Quarterly reviews will be used to monitor the performance of each unit in achieving the set target. We remain committed to the implementation of this Annual Performance Plan.

We are, once again, very pleased with having achieved an unqualified audit and achieved our targets. These are exceptional achievements, the credit for which must go to all the hard-working management, and employees. Despite budgetary constraints, productivity has not only been maintained but also improved.

We will continue to positively and proactively address our relationships with our key stakeholders, to ensure that we collaborate in regulating the architectural profession. We constantly communicate with our stakeholders through various channels.

In conclusion, I would once again thank all our managers, and employees for their hard work. The achievement of our plans remains underpinned by the unfailing and excellent support we continue to enjoy from President, Vice President and Council members.



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 and oversight of 5<sup>th</sup> Term Council Members.
- Takes into account all the relevant policies, legislation and other mandates for which the South Africa Council for the Architectural Profession (SACAP) is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the SACAP will endeavor to achieve over the period 2020/2024.

Charles Nduku. Signature:   
President

Adv. Toto Fiduli. Signature:   
Registrar

Mr. Maduwele Segobola: Signature   
Senior Manager: Finance

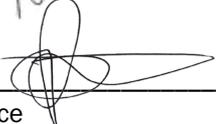
Mr. Munetsi Chiunda   
IT Manager

Ms. Nothemba Lugaju   
Senior Legal & Compliance Manager

Ms. Kimberley Rowan   
Senior Manager Registration, CPD & Education

Mr. Ntokozo Masango   
Stakeholder Relations Manager

Ms. Nandipha Ndabana   
Manager: Secretariat

Mr. Zola Peter   
Manager: Human Resource

### 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 core 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 how 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 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. Agree 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 prospectively 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 education, training and continuing education and training of registered persons and students in the architectural profession.

#### 4) General mandates of the 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 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 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 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 a 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 is charged.

#### **11) Appeals**

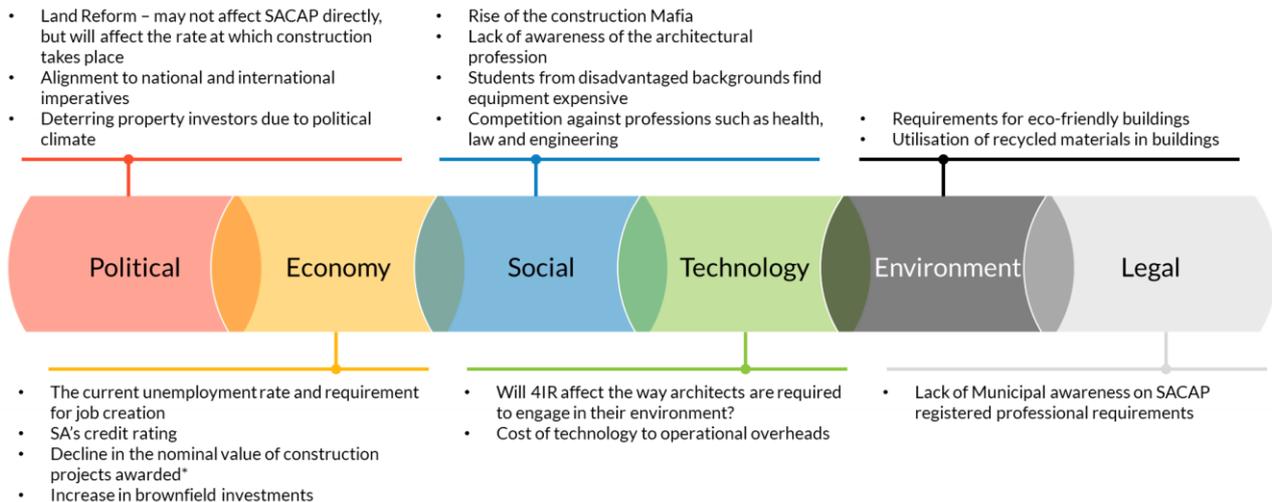
- a. A registered person found guilty of improper conduct may appeal to the Council against a finding of the disciplinary tribunal or the sentence, or both;
- b. A registered person may on payment of the prescribed fees and within 30 days from the date on which the refusal or cancellation came to his 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 conventional goals and objectives to a more measurable impact and outcomes-based strategy. This new framework is reflected in this new strategy report

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



**Figure 1: PESTEL Analysis**

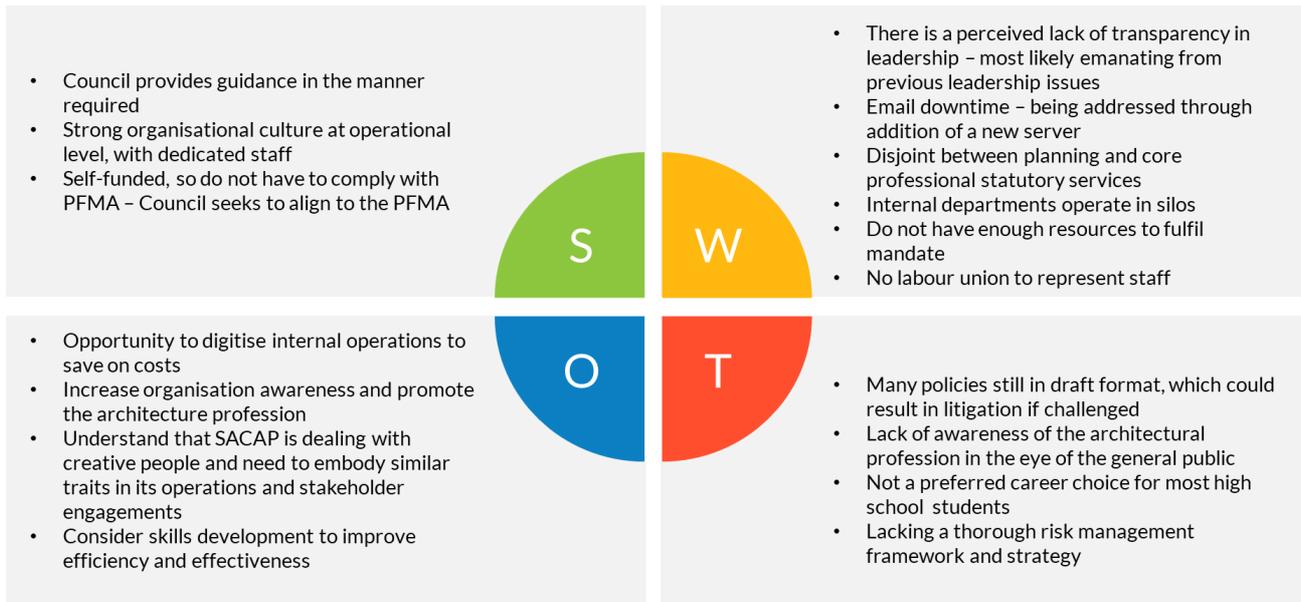
Below are some of the key considerations from this PESTEL:

- There is a decline in the nominal value of construction projects awarded<sup>1</sup>, resulting in a predictably 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 their preferred career choice.
- There is a lack of awareness of the architectural profession and the importance of architectural professionals to the public<sup>2</sup> in general.
- Local Municipalities accept drawings from persons who are not registered<sup>2</sup>.

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.

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

<sup>2</sup> 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 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 and communicating SACAP’s mandates and the importance/benefits of registration. In the secondary stakeholder sphere, many other stakeholders need to be engaged and be made aware of SACAP and its regulatory mandates. Particularly, government departments must ensure that they appoint only registered persons.

Some of the stakeholders identified have raised issues concerning the identification of work and fees guidelines:

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

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

#### 4.2 External Environment Analysis

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

- 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 of 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 to what extent transformation issues, exist, a study was conducted on the demographic enrolment statistics at the University of the Witwatersrand.

The following figure provides an overview of the enrolment statistics;

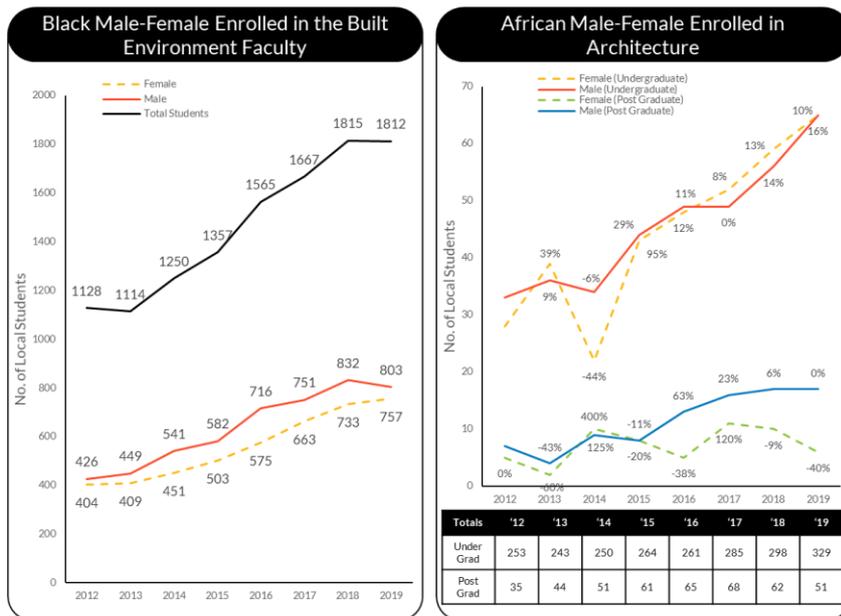
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<sup>3</sup>Lotakani News - "South African Architecture is Failing to Transform" - (2017)

"Dead Fish on the Beach: The problem with Women in Architecture" - (2019)

"Hidden Cost of Low fees" - Leading Architecture – (2018)

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



Data Source: Wits University Stats from the School of Architecture and Planning

**Figure 4: University of the Witwatersrand Enrolment Stats**

- 1 Generally, black demographic more than 50% of total local students
- 2 Increasing trend in black demographic students enrolled
- 3 Large churn of African demographic from Under Grad to Post Grad, and decline of females in Post Grad
- 4 Other factors to take into consideration:
  - Churn / repeat students enrolled
  - Other universities and their demographic ratios (expected lower black demographic in universities in the Free State and Western Cape)

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 females, however, they still make up the 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.

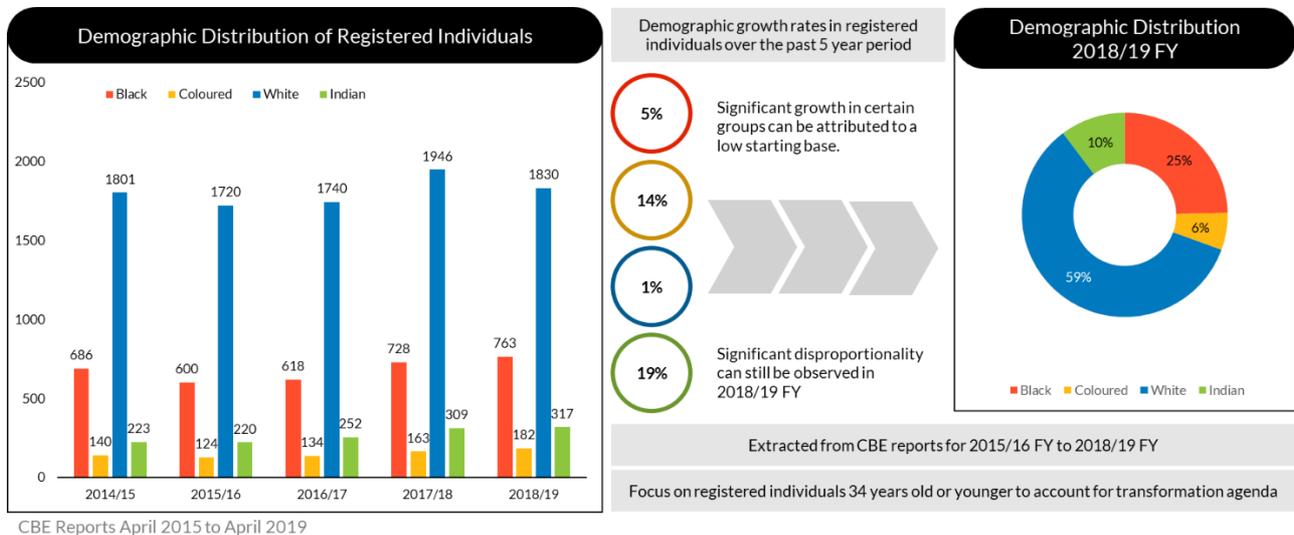


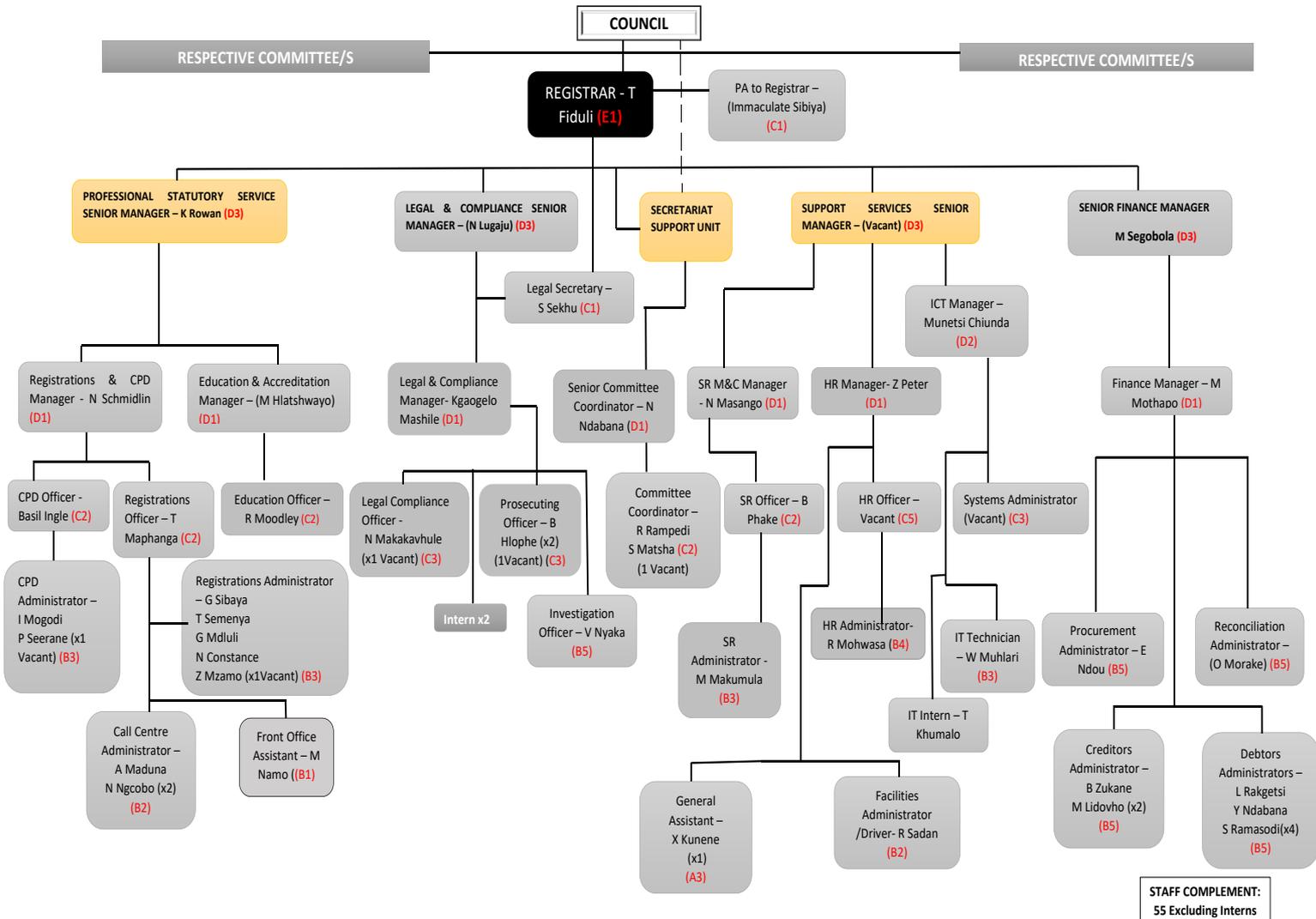
Figure 5: SACAP Registration Stats

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

### 4.3 Internal Environment Analysis

The following figure provides an overview of SACAP’s top management organogram as well as the vacancies. There are a large number of vacancies, particularly at the 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.

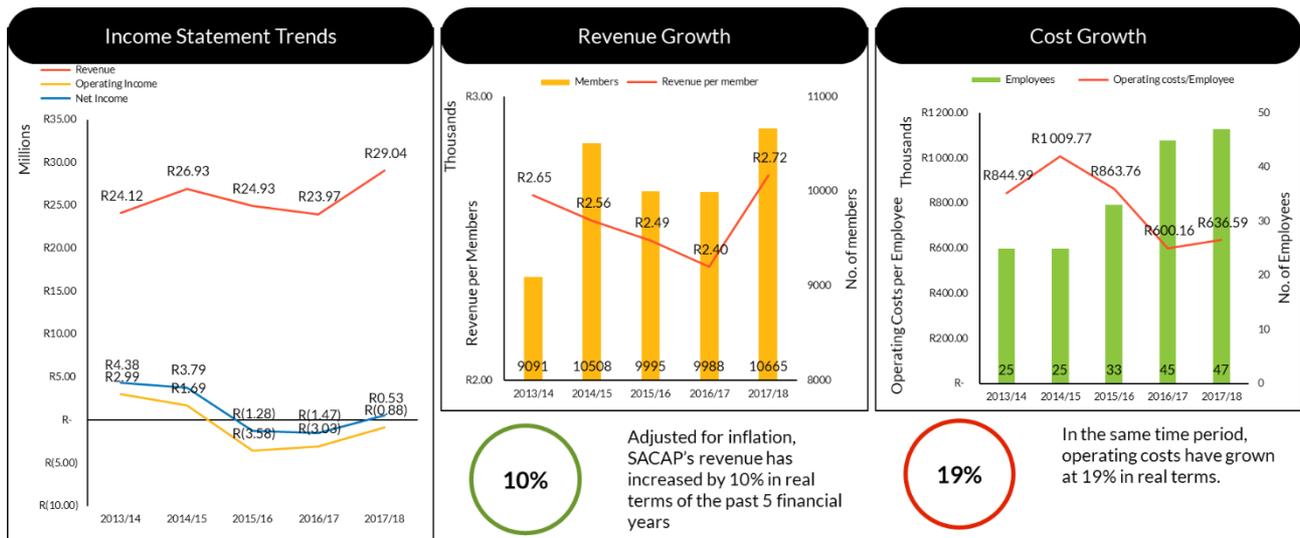


Figure 7: High-Level Financial Analysis

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

## 5. PART C: MEASURING OUR PERFORMANCE

### 5.1 Institutional Programme Performance Information

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

<b>Programme 1:</b>	Overall growth and retention of registered persons
<b>Purpose:</b>	To increase the number of registered persons and to retain them by ensuring that they keep their registration in good standing. Growth of the profession with specified categories of registration.
<b>Sub-Programmes</b>	<ol style="list-style-type: none"> <li>1. Increase registration of diverse groups</li> <li>2. Development of specified categories of registration</li> <li>3. Ensure that only persons who are registered perform architectural work</li> </ol>

	4. Introduction of a registration category for architectural students.
<b>Programme 2:</b>	Positive stakeholder sentiment towards SACAP
<b>Purpose:</b>	To improve stakeholder sentiment towards SACAP.
<b>Sub-Programmes</b>	<ol style="list-style-type: none"> <li>1. Identify all stakeholders, prioritise stakeholders, identify key stakeholder issues and opportunities, outline the strategies and methods of engagement, what information will be disclosed, and in what format, put together a program for stakeholder engagement, allocate tasks and responsibilities, and monitor and evaluate.</li> <li>2. Voluntary Association Forums and Stakeholder Conventions.</li> <li>3. Undertake surveys to obtain feedback from stakeholders</li> <li>4. Review the Service Charter and improve turnaround times for queries and the service we provide to registered persons and the public.</li> <li>5. Improve turnaround times on complaints of improper conduct handling.</li> <li>6. Introduction of peer review mechanism to improve turnaround time on minor complaints.</li> </ol>
<b>Programme 3:</b>	An organisation that is more aligned
<b>Purpose:</b>	Clear strategic objectives, annual performance plans, and quarterly reports. Approved organisational structure, policies, procedures, processes and culture.
<b>Sub-Programmes</b>	<ol style="list-style-type: none"> <li>1. Obtain approval of the strategy, annual performance plans and quarterly reports</li> <li>2. Review the organisational structure</li> <li>3. Review all policies, processes and procedures</li> <li>4. Approved Code of Conduct</li> <li>5. Promote ethical leadership</li> <li>6. Performance management and training of employees;</li> <li>7. Alignment of the budget with targets and ensuring that the approved budget is not exceeded.</li> <li>8. Ensure the highest standards of corporate governance, with accountability and transparency as key guiding principles.</li> <li>9. Ensure accurate and quality minutes for all Committees and Council.</li> </ol>

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

<b>Programme 1:</b>	Better quality service delivery to the public
<b>Purpose:</b>	To improve the quality of service that SACAP provides to registered persons and the public
<b>Sub-Programmes</b>	<ol style="list-style-type: none"> <li>1. Improve turnaround times on assessment and claiming of CPD credits;</li> <li>2. Improve the quality of service during Professional Practice Exams and submission of Monthly training records;</li> </ol>



	<ol style="list-style-type: none"> <li>3. Improve turnaround times on all queries and general complaints from registered persons and the public;</li> <li>4. Improve turnaround time on complaints of improper conduct handling;</li> <li>5. Engage Voluntary Associations to improve the quality of CPD activities;</li> <li>6. Engage ALS to include the Code of Conduct and National Building Regulation in the syllabus;</li> <li>7. Annual publication of guideline professional fees;</li> <li>8. Publication of the Identification of Work policy;</li> <li>9. Improve strategic relationships with law enforcement agencies and local municipalities.</li> <li>10. Improve relations with other regulatory bodies and government departments.</li> <li>11. Engage other regulatory bodies for learning experiences and benchmarking purposes.</li> </ol>
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<b>Programme 2:</b>	Improved leadership position
<b>Purpose:</b>	To position SACAP as a leader in the built environment
<b>Sub-Programmes</b>	<ol style="list-style-type: none"> <li>1. Collaboration with other bodies to undertake research in the architectural profession;</li> <li>2. Publish research on the status of the profession and other relevant issues impacting the profession;</li> <li>3. Promote Canberra Accord and its benefits to the profession and the public;</li> <li>4. Take the lead in seeking solutions to issues affecting the built environment. E.g., <i>procurement policies</i></li> <li>5. Facilitate mutual recognition agreements with other countries to align standards to allow the international movement of services.</li> <li>6. Introduce lifetime achievement awards to registered persons who had a significant impact/influence in the built environment and recognition of outstanding excellence and contributions in the advancement of the architectural profession.</li> </ol>

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

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

<b>Programme 2:</b>	An established and formalised relationship with institutions
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<b>Purpose:</b>	To partner with stakeholders to improve SACAP's delivery of its services to registered persons and the public.
<b>Sub-Programmes</b>	<ol style="list-style-type: none"> <li>1. Engagement between SACAP and CSIR</li> <li>2. Engagement between SACAP and NHRBC</li> <li>3. Engagement with Government departments responsible for infrastructure projects;</li> <li>4. Engagement between SACAP and Local Municipalities.</li> <li>5.</li> </ol>
<b>Programme 3:</b>	VAs assist in the promotion and regulation profession.
<b>Purpose:</b>	To partner with Voluntary Associations to promote the profession
<b>Sub-Programmes</b>	<ul style="list-style-type: none"> <li>▪ Compliance with the framework for recognition of Voluntary Associations</li> <li>▪ Partnership to undertake campaigns to promote the profession and good standards</li> <li>▪ Collaborate to share resources at VA regional offices to bring SACAP services closer to registered persons and the public.</li> </ul>

## 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%	Approve or decline registration applications within 5 working days of the receipt of the applications.
		% 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	Implementation of a retention strategy by November 2022	Implementation of the approved retention strategy.
		Increase the number of specified categories prescribed by the Council	n/a	n/a	n/a	Approval of 1 specified category of registration by February 2020.	Registration of 1 specified category by February 2021	Registration of 1 specified category by February 2022	-	-
		Roadshows to promote registration	n/a	n/a	n/a	n/a	Undertake roadshows to all ALS, State Entities and Government Infrastructure Departments to raise awareness about registration requirements.	Monitoring of Evaluation	Undertake roadshows to all ALS, State Entities and Government Infrastructure Departments to raise awareness about registration requirements.	Undertake 4 roadshows at local authorities to promote registration and the use of registered persons to perform architectural work for the public.

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
		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	40 Student Registration	Undertake 4 roadshows at accredited ALS to promote SACAP and the registration of students.  1 x Undertake architectural students' convention webinar.
	<b>Programme 2: Positive stakeholder sentiment towards SACAP</b>	Identify all stakeholders, prioritise stakeholders, identify key stakeholder issues 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 engagement. 60 Public digital Awareness campaigns 1 VA Forum	4 Roadshows 12 Municipalities Engagement; 4 Public Awareness	12 Public Awareness programs 1 TV Programme 2 Radio programmes 2 YouTube videos 4 editions of External Newsletters 30 Social media updates. 1 x VA Forum 6 Career awareness campaigns

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		c. Stakeholder convention	n/a	n/a	n/a	1.	1	Monitoring & Evaluation	-	-
		Undertake surveys about SACAP's performance on its core mandate.	n/a	n/a	New indicator	3	3	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 service charter	Undertake one survey to measure the effectiveness of the Service Charter.
		Improve turnaround times on handling complaints of improper conduct.	n/a	n/a	69.88%	75% of completed cases	75% of completed cases	70%	70%	80% of complaints of improper conduct are investigated by the Investigating Committee with recommendations submitted annually from the date of the complaint receipt.
		Convene Disciplinary Tribunals as prescribed by section 30 of the Architectural Profession Act.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Obtain an 80% guilty verdict on matters referred to the Disciplinary

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		
											Tribunal for adjudication.	
		Reporting of unregistered persons within Gauteng who contravened the Act to SAPS.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	80% of criminal cases received from Gauteng Province must be registered with SAPS within 30 working days from the date of the complaint receipt.
		Reporting of unregistered persons outside of Gauteng who contravened the Act to SAPS.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	80% of criminal cases from outside the Gauteng Province must be registered with SAPS within 60 working days from the date of the complaint receipt.
	<b>Programme 3: An organisation that is more aligned</b>	Clear strategic objectives, annual performance plans, and 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.	The implementation of Approved annual and quarterly targets.			Obtain approval of the revised Annual Perform Plan for 2023-24.
		Review organisational structure	n/a	n/a	n/a	Review the existing SACAP organisational structure to align	Implementation of the strategy and the new operating model effective April 2020.	Monitoring and evaluation				Review of the organisational structure by the 2 <sup>nd</sup> quarter.

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
						it with the new strategy.				
		Implementation of the succession planning.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Effective implementation of succession planning and quarterly reporting.
		Fill in all critical positions.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Fill in 4 positions in this Financial Year.
		Implementation of a retention plan for employees	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Development of the retention plan and the effective implementation of retention planning and regular reporting
		Approved policies, procedures and processes.	n/a	n/a	n/a	Review policies, procedures and processes	Implementation of the policies and procedures.	Monitoring and evaluation	-	Quarterly review of all policies that are due for review as stipulated in the policy.
		Performance management	n/a	n/a	n/a	Performance management and	Biannually	Biannually	Biannually	Performance management of all employees through the signing of performance agreements and

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
										performance reviews
		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 March 2020.	05 employees will be trained.	10 employees will be trained	20 employees will be trained within the financial year.
		Alignment of the budget with targets and ensuring that the approved budget is not exceeded.	n/a	n/a	n/a	Effective controls around procurement and revenue processes;	Effective controls around procurement and revenue processes; variance analysis report; Income statement and cash flow forecasts	Effective controls around procurement and revenue processes; variance analysis report; Income statement and cash flow forecasts produced.	Effective controls around procurement and revenue processes; variance analysis report; Income statement and cash flow forecast	Alignment of the approved budget and annual targets. Production of Quarterly reports detailing the actuals versus budgets.
		Ensure the 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	-	Annual report on the state of governance within SACAP.
		Ethical leadership	n/a	n/a	n/a	Introduction of the Code of	Introduction of the Code of Conduct by October 2020.	Monitoring and evaluation	-	Annual report on the state of ethics within SACAP.

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
						Conduct by October 2020.				Establishment of an ethics Management Committee.
		Ensure that SACAP Calendar is prepared and submitted to all Committees and approved by Council.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Preparation of the SACAP activity calendar and approval by the Council.
		Effective and efficient scheduling of all Council and Committee meetings.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Council and Committee meeting packs are to be circulated 7 days before the meeting date
		Ensure accurate and quality minutes are produced for Council and Committee meetings.  Production of action lists, resolutions and circulation of action lists to relevant implementers.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Minutes for all Committees & Council produced within 14 working days after the meeting.  Action list and resolutions submitted to line managers within 14 working days of the meeting.

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 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	CPD validations guidelines	-
		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	Engagement meeting with Heads of School	-
		Improve the quality of service during Professional Practice Exams and on the submission of Monthly training records	n/a	n/a	Efficient and effective PPE and MTR mechanism.	Review the PPE and MTR policies to ensure efficiency by November 2020.  Introduction of online PPE by December 2020.  Review procedures for submission of MTR by August 2020	Review the PPE and MTR policies to ensure efficiency by November 2020.  Introduction of online PPE by December 2020.  Review procedures for submission of MTR by August 2020.	monitoring and evaluation.	-	-
		Improve turnaround times on registration	n/a	n/a	n/a	Review the registration policy by October 2020	Develop effective registration processes and procedures by June 2020.		Once all the requirements are available, the registration should take on 14 working days.	-

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
		Improve turnaround times of RPL assessments	n/a	n/a	n/a	-	-	Develop procedures for RPL, Special Consent and Special Limited dispensation	Once all the information is received, the assessments should be completed within 60 days	Approve or decline applications for RPL and SC within 60 working days.
		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.	Annually Develop Professional Fee guidelines and publish them in a gazette.	Publish Guideline Professional Fees in a gazette within the 1 <sup>st</sup> quarter.
		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 all queries.	7 days turnaround times on handling all queries.	Monitoring and evaluation	7 days turnaround times on handling all queries.	All queries are acknowledged within 1 working day. All queries are to be resolved within 3 working days. if such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention.

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
		Improve strategic relationships with law enforcement agencies and local municipalities	n/a	n/a	n/a	Build strategic relationships with SAPS, Local Municipalities and the 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	Engagement with law enforcement agencies and local municipalities	2 x Engagement with the SAPS and 2 x Engagement with the NPA.
		Improve relations with government departments and other regulatory bodies for learning experiences and benchmarking purposes.	n/a	n/a	n/a	Engagement with government infrastructure departments and other regulatory bodies to build relationships by December 2020	Engagement with government infrastructure departments and other regulatory bodies to build relationships by December 2020	Monitoring and evaluation	Ongoing Engagement with government departments and other regulatory bodies	-
		Publication of the Identification of Work Policy	n/a	n/a	n/a	Consult with all stakeholders and prepare recommendations on IDoW and submit recommendations on IDoW to CBE	Consult with all stakeholders and prepare a 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.	Annually consultation and review of the IDoW regulation by the Committee.	Review the IDoW and publish the reviewed policy on a gazette.

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
	<b>Programme 2: Improved leadership position</b>	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 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 survey on the status of the profession	Conduct 1 x research project on the status of the profession and transformation.	
Take the lead in seeking solutions to 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	-	-	
Promote the 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 to educate stakeholders about the importance of the accord on architectural education.	Publish 1 practice note by October 2020	Publish 1 practice note.	1 Publish 1 article	Publish 1 article on the activities of the Canberra Accord.	

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
		Introduce lifetime achievement award to registered persons who had a 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 lifetime achievement award with other organisations by December 2020	Implement the awards program	-	-
		Facilitate mutual recognition agreements with other countries to align standards to allow the 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	Engagement with 2 countries on Mutual Recognition Agreement	1 engagement with an international regulator to share best practices.
Impact 3	Programme 1: Increased awareness and engagement	A relevant marketing and communication strategy	n/a	n/a	New indicator	Integrated Marketing and Communication strategy developed and approved by April 2020.	Implementation of the strategy was effective in April 2020.	Monitoring and evaluation	Review and assessment of the strategy.	20 x Target messages to primary and secondary stakeholders on SACAP mandate.
		Enter into an MOU with NHBRC	n/a	n/a	new indicator n/a	Engagement with the NHBRC to identify common areas and ultimately enter into an MoU by March 2021	Engagement with the NHBRC to identify common areas and ultimately enter into an MoU by March 2021.	Monitoring & Evaluation	-Engagement with NHBRC on possible partnership	-
	Established MOU between SACAP and CETA	n/a	n/a	n/a	Engagement with the CETA to identify areas of	Engagement with the CETA to identify areas of collaboration on the training and development	Monitoring & Evaluation	Engagement with CETA	-	

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
						collaboration by December 2020.	of candidates by December 2020.			
		Established MOU between SACAP and CSIR	n/a	n/a	n/a	Engagement with CSIR to identify areas of collaboration on research by April 2020.	Engagement with CSIR to identify areas of collaboration on research by June 2020.	Monitoring & Evaluation	Engagement with the CSIR on the implementation of the MoU.	-
		Established MOU between SACAP and Local Municipalities	n/a	n/a	MOU	Engagement with local municipalities to strengthen areas of collaboration effective April 2020.	Engagement with local municipalities to strengthen areas of collaboration effective April 2020.	MoU partnership with 4 Municipalities	Engagement with 4 Municipalities	Collaborate with local authorities to promote registration and compliance with the IDoW policy.  12 x engagement with local authorities.
		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	Engagement with the SABS on the implementation of the MoU	1 x Purchase updated South African national standards for the architectural profession annually.
		Engagement with Government departments responsible for infrastructure projects;	n/a	n/a	n/a	Engagement with national and provincial government departments	Engagement with national and provincial government departments responsible for infrastructure effective June 2020.	Monitoring & Evaluation	Engagement with government departments to employ registered persons	1 x stakeholder engagement Webinar to Promote registration

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
						responsible for infrastructure to ensure that only registered persons perform architectural work effective April 2020.				
<b>Programme 3: VAs assisting in promoting the profession and the SACAPs mandate.</b>	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	Monitor Compliance with Recognition of VAs board notice.	Obtain annual reports on the activities of recognised Voluntary Associations as per Board Notice 129 of 2021.	
	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.	Partnering with 1 VA to promote the architectural profession in communities	--	

## 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 SACAP register.	Effective and efficient registration of applicants. All applications are assessed and completed within the prescribed timelines.	All Registration applications are assessed and concluded within 5 working days.  (Registration=New Registration + Re-registration and reinstatement of RPs who were suspended in the previous financial years)	Approve or decline registration applications within 5 working days of the receipt of the applications.	Approve or decline registration applications within 5 working days of the receipt of the applications.	Approve or decline registration applications within 5 working days of the receipt of the applications.	Approve or decline registration applications within 5 working days of the receipt of the applications.
		Decrease cancellation and suspension of registration	Retention of registered persons	Buying of updated SANS 10400 for registered persons.  Extension of the period of payment of annual fees for registered persons.  Conduct 9 free CPD webinars for registered professionals.	1 x Purchase updated South African national standards for the architectural profession.  Offer 2 free CPD webinars.	Extend the period of payment of annual fees by 5 months.  Offer 3 free CPD webinars.	Waiving of reregistration fees for 2 months.  Offer 1 free CPD webinar.	Offer 3 free CPD webinar activities.
		Registered persons upgrading to higher categories of registration through Recognition of	Upgrade of Registered persons who meet the requirements to higher categories of registration.	Approve or decline RPL /SC applications within 60 working days.	Approve or decline applications for RPL and SC within 60 working days	Approve or decline applications for RPL and SC within 60 working days.	Approve or decline applications for RPL and SC within 60 working days	Approve or decline applications for RPL and SC within 60 working days.

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Prior Learning RPL), and Special Consent (SC).						
		Promotion of Registration category for architectural students.	Registration category for students.	Undertake 4 roadshows at accredited ALS to promote SACAP and the registration of students.	Undertake 1 roadshow at accredited ALS to promote SACAP and the registration of students.	Undertake 1 roadshow at accredited ALS to promote SACAP and the registration of students.	Undertake 1 roadshow at accredited ALS to promote SACAP and the registration of students.	Undertake 1 roadshow at accredited ALS to promote SACAP and the registration of students.
		Undertake Roadshows to promote registration	Registration growth	Undertake 4 roadshows at local authorities to promote the use of registered persons to perform architectural work for the public.	1 Roadshow	1 Roadshow	1 Roadshow	1 Roadshow
		Introduction of specified categories	specified category of registration developed	-	-	-	-	-
	<b>Programme 2: Positive stakeholder sentiment towards SACAP</b>	Identify all stakeholders, prioritise stakeholders, identify key stakeholder issues and opportunities, outline the strategies, and methods of engagement, what information will be disclosed, in what format, put together a program for stakeholder engagement, allocate tasks and responsibilities, and monitor and evaluation.	Stakeholder strategy (Yes/No)	Undertake stakeholder engagement campaigns: 2 Radio interview 1 Television (TV) interview	-	1 Radio interview	1 Radio interview 1 TV interview	-

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Increased feedback from all key stakeholders through surveys to assess the performance of SACAP.	% Increase in feedback	-	-	-	-	-
		Review Service Charter to improve turnaround times.	Service charter reviewed and developed (Yes/No)	Undertake one survey to measure the effectiveness of the Service Charter	-	-	-	Undertake one survey to measure the effectiveness of the Service Charter
		Convene Disciplinary Tribunals as prescribed by section 30 of the Architectural Profession Act.	Completed disciplinary matters.	Obtain an 80% guilty verdict on matters referred to the Disciplinary Tribunal.	Obtain an 80% guilty verdict on matters referred to the Disciplinary Tribunal.	Obtain an 80% guilty verdict on matters referred to the Disciplinary Tribunal.	Obtain an 80% guilty verdict on matters referred to the Disciplinary Tribunal.	Obtain an 80% guilty verdict on matters referred to the Disciplinary Tribunal.
		Negotiate plea agreements with registered persons charged with improper conduct.	Signed plea agreement	-	-	-	-	-
		Engagement with relevant stakeholders on the public protection mandate	No of engagement with relevant stakeholders on the public protection mandate	2 x Engagement with the National Prosecuting Authority (NPA), or 2 x Engagement with the South African Police Services (SAPS).	1 x. Engagement with NPA or SAPS	1 x. Engagement with NPA or SAPS	1 x. Engagement with SAPS or NPA	1 x. Engagement with NPA or SAPS
		Reporting of unregistered persons within Gauteng who contravened the Act to SAPS.	Registered case numbers with the SAPS.	80% of criminal cases received from Gauteng Province must be registered with SAPS within 30 working days from	80% of criminal cases received from Gauteng Province must be registered with SAPS within 30 working days from the date of the complaint receipt.	80% of criminal cases received from Gauteng Province must be registered with SAPS within 30 working days from	80% of criminal cases received from Gauteng Province must be registered with SAPS within 30 working days from the date of the complaint receipt.	80% of criminal cases received from Gauteng Province must be registered with SAPS within 30 working days from

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
				the date of the complaint receipt.		the date of the complaint receipt.		the date of the complaint receipt.
		Reporting of unregistered persons outside of Gauteng who contravened the Act to SAPS.	Registered case numbers with the SAPS.	80% of criminal cases from outside the Gauteng Province must be registered with SAPS within 60 working days from the date of the complaint receipt.	80% of criminal cases from outside the Gauteng Province must be registered with SAPS within 60 working days from the date of the complaint receipt	80% of criminal cases from outside the Gauteng Province must be registered with SAPS within 60 working days from the date of the complaint receipt	80% of criminal cases from outside the Gauteng Province must be registered with SAPS within 60 working days from the date of the complaint receipt	80% of criminal cases from outside the Gauteng Province must be registered with SAPS within 60 working days from the date of the complaint receipt
		Raise awareness about persons who pass themselves as registered persons when they are not registered.	Published List of Unregistered Persons on SACAP social media platforms.	4 Lists of Unregistered Persons Alert compiled and submitted for publication.	1 x Unregistered Persons publication			
		Improve turnaround times on complaints of improper conduct handling	No. of cases completed within the time frame (No.)	80% of complaints of improper conduct investigated by the Investigating Committee with recommendations submitted annually from the date of the complaint receipt	-	-	-	80% of complaints of improper conduct investigated by the Investigating Committee with recommendations submitted from the date of the complaint receipt.
	<b>Programme 3: An organisation that is more aligned</b>	Obtain approval of the strategy, annual performance plans and quarterly reports	Approval of the strategy obtained from Council (Yes/No)	Obtain approval of the 2024/25 annual performance plan.	-	-	-	Obtain approval of the 2024/5 revised annual performance plans.
		Performance management	The signing of the performance agreements with all employees every financial year.	Performance management of all employees through the signing of	Singing of performance agreements effective April 2023	Conduct Performance reviews	-	Conduct Performance reviews

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
				performance agreements and performance reviews.				
		Training of employees;	Number of employees trained	Training of 20 employees	Training of 5 employees	Training of 5 employees	Training of 5 employees	Training of 5 employees
		Review organisational structure	Structure reviewed (Yes/No)	Review of the organisational structure by the 2 <sup>nd</sup> quarter	-	-	Review of the organisational structure by the 2 <sup>nd</sup> quarter	-
		Review of all policies, processes and procedures.	Policies reviewed (Yes/No)	Quarterly review of all policies that are due.	Quarterly review of all policies that are due.	Quarterly review of all policies that are due.	Quarterly review of all policies that are due.	Quarterly review of all policies that are due.
		Fill in all critical positions.	Improved performance by the organisation in terms of targets.	Fill in 4 positions in this Financial Year.	Fill in 1 position	Fill in 2 positions	Fill in 1 position	-
		Implementation of the succession planning.	Succession planning in place.	Effective implementation of succession planning and quarterly 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.
		Implementation of retention plan for employees	Approved Retention plan	Development of the retention plan and the effective implementation of retention planning and regular reporting	Developing and drafting a retention plan	Approved and Signed Retention Plan	Internal Staff Engagements Session (indaba) Exposure to training and development, job shadowing -	Conduct an internal employee Survey to measure employee job satisfaction
		Ensure the highest standards of corporate governance, with accountability and transparency as key guiding principles.	Compliance with the Architectural Profession Act and all relevant legislation. Compliance with all Policies of SACAP. Compliance with the CBE Governance Framework.	Annual report on the state of governance within SACAP. Annual report on the state of ethics within SACAP.	-	Establishment of an ethics Management Committee. -	Annual report on the state of ethics within SACAP.	Annual report on the state of governance within SACAP.

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
				Establishment of an ethics Management Committee.				
		Ensure that 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 the Council.		-	-	Obtain approval of the SACAP activity calendar.
		Effective and efficient scheduling of all Council and Committee meetings.	Well-organised meetings.	Council and Committee meeting packs are to be circulated 7 days before the meeting date.	For 80% of Council and committee meetings, meeting packs are to be circulated 7 working days before the meeting date	For 80% of Council and committee meetings, meeting packs are to be circulated 7 working days before the meeting date	For 80% of Council and Committee Meetings, meeting packs are to be circulated 7 working days before the meeting date	For 80% of Council and committee meetings, meeting packs are to be circulated 7 working days before the meeting date
		Ensure accurate and quality minutes are produced for Council and Committee meetings.  Production of action lists, resolutions and circulation of action lists to relevant implementors.	Timely production of accurate minutes and action lists.  Action list completed on time.	Minutes for all Committees & Council produced within 14 working days after the meeting.  Action list and resolutions submitted to line managers within 14 working days of the meeting.	All Committees and Council minutes are produced within 14 working days after the meeting.  Action list and resolutions submitted to line managers within 14 working days of the meeting.	All Committees & Council minutes are produced within 14 working days after the meeting.  Action list and resolutions submitted to line managers within 14 working days of the meeting.	All Committees & Council minutes are produced within 14 working days after the meeting.  Action list and resolutions submitted to line managers within 14 working days of the meeting.	All Committees & Council minutes are produced within 14 working days after the meeting.  Action list and resolutions submitted to line managers within 14 working days of the meeting.

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Invoices paid within 30 days	All invoices are paid within 30 days of receipt.	100% of invoices are to be paid within 30 days of receipt of the invoice	100% of invoices are to be paid within 30 days of receipt of the invoice	100% of invoices are to be paid within 30 days of receipt of the invoice	100% of invoices are to be paid within 30 days of receipt of the invoice	100% of invoices are to be paid within 30 days of receipt of the invoice
		Effective management of Accounts payable and compliance with the Supply Chain Management policy. Effective collection of all invoices issued to RPs.	Effective collection of all annual fees. Improved collection of fees charged by SACAP.	Collection of 90% of all invoices issued. All quotations and tenders shall comply with the SCM.	Collect 30% of all invoices issued All quotations and tenders shall comply with the SCM.	Collect 30% of all invoices issued All quotations and tenders shall comply with the SCM.	Collect 20% of all invoices issued All quotations and tenders shall comply with the SCM.	Collect 10% of all invoices issued All quotations and tenders shall comply with the SCM.
		Percentage of the total value of procurement awarded to BBEE-compliant service providers.	Align with BBEEE principles	50% of procurement awarded to service providers with level 1 & 2 BEE rating	50% of procurement awarded to service providers with level 1 & 2 BEE rating	50% of procurement awarded to service providers with level 1 & 2 BEE rating	50% of procurement awarded to service providers with level 1 & 2 BEE rating	50% of procurement awarded to service providers with level 1 & 2 BEE rating
		To ensure compliance and sound governance.	Clean audit outcome for the previous financial year	Unqualified audit outcome	-	-	Unqualified audit outcome	-
		Alignment of the budget with targets and ensuring that the approved budget expenditure is not exceeded.	Budget aligned to targets (yes/no)	Alignment of the approved budget and annual targets. Production of Quarterly reports detailing the actuals versus budgets.	Production of Quarterly reports detailing the actuals versus budgets.	Production of Quarterly reports detailing the actuals versus budgets.	Production of Quarterly reports detailing the actuals versus budgets.	Alignment of the approved budget and annual targets.

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Functioning Your Membership System	Effective Customer relationship management system	Setting up and implementing Your Membership System within SACAP	Setting up and implementing Your Membership System within SACAP	-	-	-
		Development of a Professional Fees Calculator	Effective professional fees calculator integrated on SACAP Website.	Setting and up and implementing a professional fees calculator integrated into SACAP Website	Setting and up and implementing a professional fees calculator integrated into SACAP Website		-	-
		Ensure reliable server infrastructure and ensure IT functions, including data storage, hosting websites, emails, and applications are protected.  Provide technical support, and hardware and software management.	Server infrastructure that continues to meet the needs of SACAP to operate seamlessly.	Generate quarterly reports on monitoring and review of system logs.	Generate a report on monitoring and review of system logs	Generate a report on monitoring and review of system logs	Generate a report on monitoring and review of system logs	Generate a report on monitoring and review of system logs
		Up-to-date website	A well-maintained website with accurate information.	Quarterly updating of website content	Content Updating	Content Updating	Content Updating	Content Updating
		Effective and efficient IT support to all employees and SACAP activities.	Improved IT support.	Ensure that 90% of ICT queries are resolved within 24 hours.  Ensure 99% of high availability cluster	Resolved 90% of ICT queries received within the quarter within 24hours.  Ensure 99% of high availability cluster during the quarter.	Resolved 90% of ICT queries received within the quarter within 24hours.  Ensure 99% of high availability cluster during the quarter	Resolved 90% of ICT queries received within the quarter within 24hours.  Ensure 99% of high availability cluster during the quarter	Resolved 90% of ICT queries received within the quarter within 24hours.  Ensure 99% of high availability cluster during the quarter
<b>Impact 2</b>	<b>Programme 1: Better quality service delivery to the public</b>	Engage Voluntary Associations (VA) to improve the quality of CPD activities	Improved quality of CPDs		-	-	-	-

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Improve the quality of Professional Practice Exams and management of Monthly training records;	Seamless PPE and a simple way to submit Monthly training records;	-	-	-	-	-
		Schedule PPE	Ensure effective and efficient PPE for all registered candidates.	Schedule 2 PPEs for all registered candidates that qualify to sit for the examination.	1 <sup>st</sup> PPE scheduled		2 <sup>nd</sup> PPE scheduled	-
		Improve turnaround times on assessment and approval of CPD points.	Efficient and effective approval of CPD points.	Evaluation of all CPD points within 30 days of receipt	Evaluation of all CPD points received this quarter within 30 days of receipt.	Evaluation of all CPD points received this quarter within 30 days of receipt.	Evaluation of all CPD points received this quarter within 30 days of receipt.	Evaluation of all CPD points received this quarter within 30 days of receipt.
		Improve turnaround times on all queries and general complaints from registered persons and the public;	Effective implementation of the Service Charter.	All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention.	All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention.	All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention.	All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention.	All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention.
		An annual publication of guideline professional fees;	Fees guidelines published? (Yes, No)	Annual Publication and gazetting of	Publication of Guidelines Professionals Fees.	-	-	-

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
				Guideline Professional Fees.				
		Engage ALS to include the Code of Conduct and National Building Regulation in the syllabus;	The reviewed syllabus which includes the Code of Conduct & NBR, SANS 10 400.	-	-	-	-	-
		Conduct accreditation visits.	Accreditation of educational institution with a department, school or faculty of architecture.	6 accreditation visits to educational institutions.	5 accreditation visits	-	1 accreditation visits	-
		Regular communication with Home Owners' Associations and the Association of Residential Communities  Engage with other regulatory bodies for learning experiences and for benchmarking purposes	Engagement with Home Owners' Associations regarding the competencies and registration of architectural professionals who submit drawings for residents.	Issue a circular on the reviewed IDoW.	-	-	Issue a circular on the reviewed IDoW.	-
		Consultation with all relevant stakeholders with regard to the Identification of Work Policy.  Submission of recommendation on the identification of work for each category of registered persons to the CBE.	Gazetting and Publication of the Identification of Work Policy (Yes, No)	Consultation with the Competition Commission, recognised Voluntary Associations and the registered persons on the Review of the IDoW.	Engagement with Competition Commission South Africa on draft revised IDoW.	Engagement with Registered persons and recognised Voluntary Associations	Publish and gazette the revised IDoW.	-

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4	
		Publication and gazetting of the Identification of Work policy							
	<b>Programme 2: Improved leadership position</b>	Collaboration with other bodies to undertake research in the architectural profession.	No. of relevant research projects (No.)		-	-	-	-	
		Take the lead in seeking solutions to issues affecting the built environment. E.g., <i>procurement policies</i>	Lead discussion on issues affecting the built environment (Yes/No)		-	-	-	-	
		Women's Day Webinar to have meaningful conversations about the role and challenges women face in the architectural profession.  Transformation webinar to have a meaningful discussion about transformation and how SACAP can contribute to the transformation of the architectural profession.	Transformation Indaba webinar	1 x Transformation Webinar		-	-	1 x Transformation Webinar	-
		Youth day Webinar to have meaningful engagement on challenges the youth face in the architectural profession.	Webinar hosted in June 2023	1x architectural students' convention webinar	1x architectural students' convention webinar.			-	-

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Publish research on the status of the profession and other relevant issues impacting the profession	Published research findings.	-	-	-	-	-
		Facilitate mutual recognition agreements with other countries with the intention of aligning standards to allow the international movement of services.	Initiate discussion with African architectural regulations to set a regional body to facilitate Mutual Recognition agreements.	1 x engagement with international architectural regulators to share best practices.	-	-	1 x engagement with international architectural regulators to share best practices.	-
		Introduce lifetime achievement award to registered persons who had a significant impact/influence in the built environment and recognition of outstanding excellence and contributions in the advancement of the architectural profession	Implementation of Lifetime achievement awards in the built environment and architecture	-	-	-	-	-
		Promote the Canberra accord and its benefits to the profession and the public	Promote the benefits Canberra Accord (Yes/No)	Publish 1 articles on the Canberra Accord	-	-	-	Publish 1 articles on the Canberra Accord
		Performance evaluation of Council and Committees	Evaluated Committee and Council members.	-	-	-	-	-
		Compliance with CBE policy frameworks	Aligned regulations with the CBE policy frameworks.	-	-	-	-	-

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Impact 3	Programme 1: Increased awareness and engagement	Identify all stakeholders, prioritise stakeholders, identify key stakeholder issues and opportunities, outline the strategies, and 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 identified stakeholders	6 Career Awareness campaigns 12 Public Awareness campaigns 1 VA Forum	2 x Career awareness campaign  3 Public awareness campaign	2 x Career Awareness Campaign  3 Public awareness campaign	1 x Career Awareness Campaign  3 Public awareness campaign	1 x Career Awareness Campaign  3 Public awareness campaign  1 VA Forum
		Effective stakeholder engagement programs.	4 editions of Newsletter and published annually	1 edition of Newsletter Published per quarter	1 edition of Newsletter Published per quarter	1 edition of Newsletter Published per quarter	1 edition of Newsletter Published per quarter	
		Update social media accounts as per content received (Excluding public holidays, weekends and holiday periods)	30 updates on SACAP social media accounts	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	4 x Flyer productions 1 x Annual Report	1 x Flyer production	1 x Flyer production	1 x Flyer production 1x annual report	1 x Flyer production	
		Create YouTube Content	2 x Videos published		1 x Video		1 x Video	
Engage the Department of Small Business Development/ Small		-	-	-	-	-		

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
		Enterprise Development Agency (SEDA) on the developmental support of registered persons.	Ongoing engagement					
		Established MOU between SACAP and CSIR	Established? (Yes/No)	-	-	-	-	-
		Established MOU between SACAP and NHRBC	Established? (Yes/No)	1x Engagement with NHRBC on possible partnership	-	1x Engagement with NHRBC on possible partnership	-	--
		Engagement with Government departments responsible for infrastructure projects;	Engagement with Government departments responsible for infrastructure projects on all standards and regulations.	-	-	-	-	-
		Engagement between SACAP and Local Municipalities;	Continues engagement between SACAP and Local Authorities.	12 x engagement with local authorities.	3 x Engagement with local municipalities	3 x Engagement with local municipalities	3 x Engagement with local municipalities	3 x Engagement with local municipalities
	<b>Programme 3: VAs assisting in the promoting the profession and the SACAPs mandate.</b>	Review of the framework for recognition of Voluntary Associations	Reviewed framework for recognition of Voluntary Associations board notice.	-	-	-	-	-
		Partnership with VAs to undertake Guideline Professional Fees survey.	Partnerships entered into specific issues in the architectural profession.	-	-	-	-	-

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's is reduced to ensure that all registered persons are retained in the profession.

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

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

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

### **Outcome 2: Positive stakeholder sentiment towards SACAP**

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

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

### **Outcome 3: An organisation that is more aligned**

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

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

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

### **Attainment of Impact Statement 2**

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

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

### **Outcome 4: Better quality service delivery to all stakeholders.**

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

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

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

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

### **Outcome 5: Improved leadership position**

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

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

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

### **Attainment of Impact Statement 3**

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

### **Outcome 6: Increased awareness and engagement**

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

The outcome is underpinned by two key outcome indicators, namely: increased awareness of 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
<b>Impact 1</b>	Overall growth and retention of registered persons.	<ol style="list-style-type: none"> <li>False qualifications</li> <li>Reliability of information on database, including correct evaluation of applications for registration in appropriate registration category</li> <li>Inability to retain current membership</li> <li>Professionals disinterested in paying fees</li> </ol>	<ol style="list-style-type: none"> <li>Risk Mitigations:               <ol style="list-style-type: none"> <li>Council approval for independent verification of academic qualifications</li> <li>Requirements for verification of qualifications to be included in all Stakeholder communication</li> </ol> </li> <li>Risk Mitigations:               <ol style="list-style-type: none"> <li>Have registration policy approved by Council</li> <li>Update data capturing guidelines in terms of the latest development in the online system</li> <li>Regular revision of online forms in accordance with requirements</li> <li>Information regarding registration to be included in all Stakeholder communication</li> </ol> </li> <li>Risk Mitigations:               <ol style="list-style-type: none"> <li>Develop new system for recording and updating practice information</li> <li>Enforce practice information updates</li> <li>Obtain Council approval to conduct inspections</li> <li>Increased public and registered member awareness</li> <li>Submit resolutions to Council on consequences for not adhering to requirements for candidacy</li> </ol> </li> <li>Increase awareness on the benefits of fees and the protection received as a registered professional with SACAP</li> </ol>
	Positive stakeholder sentiment towards SACAP	<ol style="list-style-type: none"> <li>Failure to meet relevant regulatory requirements in terms of Identification of Work (IDoW)</li> </ol>	<ol style="list-style-type: none"> <li>Council to work on revised IDoW policy</li> </ol>
	An organisation that is more aligned	<ol style="list-style-type: none"> <li>Policies not developed / updated</li> </ol>	<ol style="list-style-type: none"> <li>Develop / update policies as soon as possible</li> </ol>
<b>Impact 2</b>	Better quality service delivery to the public	<ol style="list-style-type: none"> <li>Poor service delivery with professional statutory services</li> </ol>	<ol style="list-style-type: none"> <li>Risk Mitigations:               <ol style="list-style-type: none"> <li>Approved registration policy Specialised training for contact centre</li> <li>Structured guidelines for contact centre</li> </ol> </li> </ol>

Impact	Outcome	Key Risk	Risk Mitigation
			<ul style="list-style-type: none"> <li>c. Workshop to be arranged by SR Unit regarding communication protocol when dealing with stakeholders</li> </ul>
	Improved leadership position	<ul style="list-style-type: none"> <li>1. Failure to ensure that curriculum of accredited Architectural Learning Sites meets current accreditation requirements</li> <li>2. Complication with the Competition Commission's mandate with regards to IDoW and Professional Fees Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>1. Risk Mitigations: <ul style="list-style-type: none"> <li>a. Ongoing structured Accreditation of ALS</li> <li>b. Revision of Purple Book</li> <li>c. Research into non-accredited colleges</li> </ul> </li> <li>2. Council to determine way forward with respect to IDoW and professional fees guidelines</li> </ul>
<b>Impact 3</b>	Increased awareness and engagement	<ul style="list-style-type: none"> <li>1. Failure to create mechanism by which the public can access reliable information on non-registered practitioners</li> </ul>	<ul style="list-style-type: none"> <li>1. Risk Mitigations: <ul style="list-style-type: none"> <li>a. Outcomes published as BN in Government Gazette</li> <li>b. Information re findings of tribunals published on website and in newsletter</li> </ul> </li> <li>2. Follow awareness and engagement strategy</li> </ul>
	An established and formalised relationship with institutions	<ul style="list-style-type: none"> <li>1. Failure to enter into memorandum of understanding and service level agreement resulting in inadequate service delivery and delivery on mandate</li> </ul>	<ul style="list-style-type: none"> <li>1. Risk Mitigations: <ul style="list-style-type: none"> <li>a. Attend to CPD Presentations in collaboration with VAs</li> <li>b. Attend to presentations in collaborations with other stakeholders</li> </ul> </li> </ul>
	VAs assisting in the promotion the profession and SACAPs mandate.	<ul style="list-style-type: none"> <li>1. VAs not complying with rules of recognition of voluntary association.</li> </ul>	<ul style="list-style-type: none"> <li>1. Enforce compliance with the rules for recognition of Voluntary Associations and persuade VAs to sign an MOU.</li> <li>2. Improve relations with Voluntary Associations and ensure that there is synergy in promoting the profession.</li> <li>3. Rebuild relations with VAs and other stakeholders.</li> </ul>

## **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"> <li>There will be an increase in the number of registered persons</li> </ul>
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"> <li>Suspensions/ cancellations will not be intentionally lowered, and professional standards will be upheld to ensure protection of the public</li> <li>There will be a number of suspensions and cancellations each year</li> </ul>
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"> <li>• An adequate sample size reflective of the identified stakeholder population will be obtained</li> <li>• The stakeholders answering the survey of SACAP and its role within the built environment</li> <li>• There is a need for positive sentiment to be expressed about SACAP</li> </ul>
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"> <li>1. Financial reporting</li> <li>2. Efficiencies in operations</li> <li>3. Targets measured in the quarterly reports</li> <li>4. Targets measured in the annual reports</li> </ol> <p>Quantitative</p>
Method of Calculation/ Assessment	$\frac{(Actual - Planned Budget)_{2020/2021}}{Planned Budget_{(2020/2021)}} \times 100$
Assumptions	<ul style="list-style-type: none"> <li>• The state of the economy over the planning horizon;</li> <li>• Expected or presumed income not received</li> <li>• The effects of existing or possible government regulations.</li> <li>• Expenses not catered for.</li> </ul>
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 budget: 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"> <li>5. Financial reporting</li> <li>6. Efficiencies in operations</li> <li>7. Targets measured in the quarterly reports</li> <li>8. Targets measured in the annual reports</li> </ol> <p>Quantitative</p>
Method of Calculation/ Assessment	$\frac{Achieved Target - Planned Targets_{(from 2020 - 2024)}}{Planned Target_{(2010)}} \times 100$
Assumptions	
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual progress against the -year target
Desired Performance	Higher than the baseline
Indicator Responsibility	SM: Finance



Indicator Title	3. Percentage of planned reporting targets met.
Definition	To consider various metrics which indicates the performance of the organisation in general
Source of Data	<ul style="list-style-type: none"> <li>9. Financial reporting</li> <li>10. Efficiencies in operations</li> <li>11. Targets measured in the quarterly reports</li> <li>12. Targets measured in the annual reports</li> </ul>
Method of Calculation/ Assessment	<p>Quantitative</p> $\frac{\text{Achieved Target} - \text{Planned Targets}}{\text{Planned Target}} \times 100$ <p style="text-align: center;"><i>(from 2020 – 2024)</i> <i>(2010)</i></p> <p>This is also measured by ensuring that all statutory reporting is submitted timely</p>
Assumptions	<ul style="list-style-type: none"> <li>• Failure to adhere to internal process</li> <li>• No capacity and capability to execute the task due to limited resources.</li> </ul>
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



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

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

### 6.2.2 Outcome: Improved leadership position

<b>Indicator Title</b>	Outcome of stakeholder perception survey (prioritisation on primary stakeholders)
<b>Definition</b>	A survey which will be utilised to determine SACAP's leadership position based on leadership perception.
<b>Source of Data</b>	Survey / questionnaire results
<b>Method of Calculation/ Assessment</b>	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.
<b>Assumptions</b>	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



<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Annual progress against the four-year target
<b>Desired Performance</b>	To be determined. Current baseline is unknown
<b>Indicator Responsibility</b>	Stakeholder Relation

**6.3 Impact 3****6.3.1 Outcome: Increased awareness and engagement**

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

**6.3.2 Outcome: An established and formalised relationship with institutions**

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

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

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