



South African Council
for the Architectural Profession

6th Term Council Strategic Plan 2024 - 29

1 April 2024



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ABBREVIATIONS

Abbreviation	Description
ALS	Architectural Learning Site
CPD	Continuous Professional Development
DPME	Department of Monitoring and Evaluation
IDoW	Identification of Work
PESTEL	Political, Economy, Social, Technological, Environmental and Legal
RP	Registered Professional
SACAP	South African Council for the Architectural Profession
SWOT	Strengths, Weaknesses, Opportunities and Threats
VA	Voluntary Association



1. Statement from the President

SACAP is legally charged to regulate the architectural profession in South Africa in terms of the Architectural Profession Act No. 44 of 2000. The architectural profession includes professional architects, professional senior architectural technologists, professional architectural technologists, professional architectural draughtspersons, specified categories and candidates.

SACAP regulates the architectural profession by setting up standards of architecture education and training, registration standards, keeping a register of registered persons, determining conditions relating to continuing education and professional development, protection of titles in the profession, setting up standards of professional conduct and practice; investigate complaints of improper conduct against registered persons; charge a registered person with improper conduct; Identification of the type of architectural work for the profession; Determine guideline professional fees and publish those fees in the Gazette; making rules about any matter that is required or permitted in the Act; and establish mechanisms for registered persons to gain recognition of their qualifications and professional status in other countries.

In an effort to regulate, protect, and promote the interests of the profession, the 5th term Council made great strides to fulfil SACAP's core statutory mandates. These achievements set SACAP on a trajectory of an efficient and effective administration. Therefore, the 5th term Council has set the tone for the 6th term Council to develop highly skilled and competent architectural professionals, build a sustainable architectural profession, take steps to transform and diversify the profession in line with the South African demographics and create an ethical profession.

The 6th term Council Strategic Plan for 2024 to 2029 strives to build a competent, sustainable, transformed, ethical architectural profession.



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Ntsindiso Charles Nduku (Pr Arch)

President of the 6th Term Council

2. Statement from the Registrar

The 5th term Council has successfully concluded a four-year tenure under extremely harsh conditions caused by the advent of the COVID-19 pandemic. The pandemic directly impacted the implementation of the strategy and the annual performance plan of the 5th term Council. Notwithstanding the COVID-19 pandemic challenge, SACAP made significant strides to achieve its statutory mandate. The identification of work for the architectural profession and the determination and publishing of Guidelines Fees for the Profession are some of the key achievements of the 5th term Council. In the last 4 financial years, SACAP transformed into a service-driven organisation. We cultivated a culture of accountability, responsibility, efficiency, and effectiveness in SACAP's day-to-day administrative work.

To this end, the SACAP continued to be a service-driven organisation. The achievement of turnaround times on registrations, accreditations, professional practice examinations, CPD submissions, processing of payments, email queries, and complaints of improper handling, disciplinary tribunals demonstrated that SACAP is an efficient and effective organisation.

The baton has been successfully handed over to the 6th term Council. During the strategic planning session for the 6th term Council, the members of the Council acknowledged the great work of the 5th term Council and vowed to build on these achievements to regulate the profession and build a competent, skilled, transformed and ethical profession.

The SACAP 6th term strategic plan outlines the vision, mission /impact statements, outcomes, outcome indicators and five-year targets. This Strategic Plan captures the high-level outcomes the SACAP will undertake in pursuit of its statutory mandate and aligns with the Annual Performance Plan.

The successful implementation of the 6th term plans requires an effective and efficient organisation with a culture of accountability, responsibility and ethical conduct. A performance driven organisation. Furthermore, these plans require aligned budgets, policies, standard operating procedures, business processes, human resources and information communication technology, amongst other things. In the medium term, within the available resources, SACAP will focus on education standards, mentorship programs, registration processes, stakeholder engagement, continuing education and training, professional practice examination, awareness campaigns, recognition of prior learning and protection of the public and the profession.

The 6th term Council Strategic Plan for 2024 to 2029 is a bold statement that the Council is committed to building a competent, transformed, ethical and sustainable architectural profession.




Advocate Toto Fiduli
Registrar

3. Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of SACAP under the guidance of the 6th Term Council;
- The strategic plan takes into account all the relevant policies and legislation mandates for which SACAP is enjoined to fulfil; and
- Accurately reflects the Impact, Outcomes and Outputs which the South Africa Council for the Architectural Profession (SACAP) will endeavour to achieve over the period 2025 - 2029.

Approved by:

Ntsindiso Charles Nduku (Pr Arch): Signature 
6th Term President

Adv. Toto Jeremiah Fiduli: Signature 
Registrar of SACAP

4. PART A: OUR MANDATE

4.1 Constitutional Mandate

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

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

- Furthermore, an Act of Parliament must— (a) establish or provide for structures and institutions to promote and facilitate intergovernmental relations; and (b) provide for appropriate mechanisms and procedures to facilitate settlement of intergovernmental disputes.

- An organ of state involved in an intergovernmental dispute must make every reasonable effort to settle the dispute by means of mechanisms and procedures provided for that purpose and must exhaust all other remedies before it approaches a court to resolve the dispute.

- If a court is not satisfied that the requirements of subsection (3) have been met, it may refer a dispute back to the organs of state involved.

4.2 Legislative 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 architectural professionals, professional senior architectural technologists, professional architectural technologists, professional draughtspersons, specified categories and candidates in each of the categories of registration, all of whom are required to be registered with SACAP.

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

1. Register

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

2. Determination of fees and charges

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

3. Education in architecture

- a. Subject to sections 5 and 7 of the Higher Education Act, 1997 (Act No. 101 of 1997), conduct accreditation visits to any educational institution which has a department, school or faculty of architecture, but must conduct at least one such visit during its term of office.
- b. Conditionally or unconditionally grant, refuse or withdraw accreditation to all educational institutions and their educational programmes with regard to architecture;
- c. Consult with the Council on Higher Education established in terms of the Higher Education Act, 1997, regarding matters relevant to education in architecture;
- d. Consult with the South African Qualifications Authority established by the National Qualifications Framework Act 67 of 2008., or anybody established by it and the Voluntary Associations, to determine competency standards for the purpose of registration.

- e. Establish mechanisms for registered persons to gain recognition of their qualifications and professional status in other countries;
- f. Liaise with the relevant National Standards Body established in terms of Chapter 3 of the regulations under the National Qualifications Framework Act 67 of 2008. with a view to the establishment of a standards generating body in terms of those regulations;
- g. Recognise or withdraw the recognition of any examination contemplated in Section 19;
- h. Enter into an agreement with any person or body of persons, within or outside the Republic, with regard to the recognition of any examination or qualification for the purposes of this Act;
- i. Give advice or render assistance to any educational institution, Voluntary Association or examining body with regard to educational facilities for and the training and education of registered persons and prospective registered persons;
- j. conduct any examination for the purposes of section 19; and
- k. Determine, after consultation with the Voluntary Associations and registered persons, conditions relating to and the nature and extent of continuing education and training.
- l. Establish and administer an education fund for the purpose of education, training and continuing education and training of registered persons and students in the architectural profession.

4. General mandates of Council

- a. Determine, subject to section 25, the requirements with which a Voluntary Association must comply to qualify for recognition by the Council;
- b. The Council may, if the Voluntary Association complies with the requirements determined in terms of section 14(d), recognise that association and issue it with a certificate of recognition;
- c. Advise the Minister, any other Minister or the CBE on any matter relating to the architectural profession;
- d. Encourage and itself undertake research into matters relating to the architectural profession;
- e. Take any steps it considers necessary for the protection of the public in their dealings with registered persons for the maintenance of the integrity and the enhancement of the status of the architectural profession;
- f. Take any steps it considers necessary for the improvement of the standards of services rendered by registered persons;
- g. Create an awareness amongst registered persons of the importance to protect the environment against unsound architectural practices;
- h. take any steps which it considers necessary, where, as a result of architectural related undertakings, public health and safety is prejudiced;
- i. Print, circulate, sell and administer the publication of, and generally take any steps necessary to publish, any publication relating to the architectural profession and related matters.

5. Financial mandate

- a. Collect and invest funds of the Council;

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

6. Practising architecture

- a. A person may not practise in any of the categories contemplated in subsection (1), unless he or she is registered in that category;
- b. A person who is registered in the category of candidate must perform work in the architectural profession only under the supervision and control of a professional of a category as prescribed;
- c. A registered person must use his or her title in all architectural reports and other documentation relating to his or her work in the architectural profession, prepared by or for him or her;
- d. The council may determine abbreviations or acronyms for the titles referred to in subsection (1);
- e. A person who is not registered in terms of this Act, may not perform any kind of work identified for any category of registered persons; pretend to be, or in any manner hold or allow himself or herself to be held out as a person registered in terms of this Act; use the name of any registered person or any name or title referred to in section 18 or 21; or perform any act indicating, or calculated to lead persons to believe, that he or she is registered in terms of this Act.
- f. (4) Subsection (3)(a) of section 26 of the Act may not be construed as prohibiting any person from performing work identified in terms of this section, if such work is performed in the service of or by order of and under the direction, control, supervision of or in association with a registered person entitled to perform the work identified and who must assume responsibility for any work so performed

7. Identification of work

- a. Council must consult with all Voluntary Associations; any person; anybody; or any industry, regarding the identification of the type of architectural work which may be performed by persons registered; and
- b. After the process of consultation, the council must submit recommendations to the CBE regarding

the work identified in terms of subsection (1), for its consideration and identification in terms of section 20 of the Council for the Built Environment Act, 2000.

8. Professional Guideline Fees

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

9. Professional conduct

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

10. Investigation of charge of improper conduct

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

11. Appeals

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

4.3 Institutional Policies and Strategies Over the Planning Period

4.3.1 Human Resources (manual) Policy

To outline SACAP's expectations and procedures regarding various aspects of employment such as recruitment and selection, performance management, workplace conduct etc.

4.3.2 Remote Working Policy

To outline the expectations, guidelines, and procedures for SACAP employees working outside of the specified office setting.

4.3.3 ICT Security Policy

To specify Information Communication and Technology policies and procedures necessary to ensure the effective, secure, and appropriate use of Council information resources and services.

4.3.4 Finance Policy

To provide a set of comprehensive guidelines to regulate the financial administration systems of SACAP.

4.3.5 Supply Chain Management Policy

To provide a comprehensive policy framework to regulate the Supply Chain Management of the Council and to ensure compliance with acceptable practices, applicable laws and regulation. To ensure an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive, and cost-effective aligned with this 6th Term Council Strategic Plan.

4.3.6 Social Responsibility Policy

To govern corporate social responsibility, and thus creating awareness to the public pertaining to SACAP's societal role and its mandate as envisaged in the Architectural Profession Act. This policy highlights the corporate social responsibility principles and practices of SACAP to achieve the highest standards of responsible organisational practice and sustainability.

4.3.7 Stakeholder Engagement Policy

To provide a framework within which SACAP communicates with its various stakeholders; to provide guidelines for the usage of communication tools aligned to the SACAP Strategic Plan.

4.3.8 Registration Policy

To streamline and set clear guidelines for the processing of applications for registration.

4.3.9 Professional Practice Examination Policy

To set out clear guidelines for the writing and passing of the Professional Practice Examination (PPE), with a focus on both a Practical Training programme and the examinations.

4.3.10 Rules for Inquiry into alleged improper conduct

To outline the procedures for investigating and addressing allegations of unprofessional conduct by registered professionals.

4.3.11 Appeal Guidelines

To provide guidance to Council members on procedures to be adopted when presiding over appeal proceedings.

4.3.12 Policy on the removal of findings and sanctions from government gazette

To outline guidelines and procedures for removing findings of wrongdoing and associated sanctions from a government gazette. It details the steps and criteria necessary for individuals or entities to have negative records officially removed or amended in official government publications.

4.4 Relevant Court Proceedings

- 4.4.1 SACAP vs Karuni Naidoo/Ngodwana (Defamatory matter)
- 4.4.2 SACAP vs Homeowners' Association – Case No: 2023-053333
- 4.4.3 SACAP vs CBE & Mark D. Oates – Case No: A206/22
- 4.4.4 SACAP vs Marella O'Reilly 28641/2019

5. PART B: OUR STRATEGIC FOCUS

5.1 Vision

Transformed Architectural leaders serving society in a sustainable built environment.

5.2 Mission

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

- a) A capacitated sustainable Architectural Profession
- b) A transformed Architectural Profession
- c) An Architectural Profession committed to professional ethics

5.3 Values

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

5.4 Situational Analysis

- a) SACAP celebrates and acknowledges the 5th Term Council for their remarkable success in establishing a solid and stable foundation upon which the organisation can grow. The 6th Term Council is now focused on expanding and moving the organisation to greater heights; and making a transformative impact not just for our Registered Persons, but society as a whole.
- b) The Council has adopted the Government Results-based approach, and the utilisation of the Revised Framework for Strategic Plans and Annual Performance Plans, for this strategic cycle of 2025 – 2029.
- c) This strategic plan and perspective on the environment are informed by three fundamental pillars of Growth, Transformation, and Sustainability. These pillars were selected as being crucial for the long-term success and relevance of SACAP, and by extension, the South African architectural profession. This is with the understanding that the success of the profession going forward will be driven by the perception that the built environment holds of us, and the value we create in the world we operate in. A summary of each pillar is indicated below.
- d) The **growth** pillar is about fostering a competent and thriving professional community that contributes to a high-quality built environment in South Africa.
- e) The **transformation** pillar seeks to ensure that the profession is representative of all the races in South Africa and that all architectural practises thrive, particularly practices owned by blacks, women, youth and persons with disabilities.

- f) The **sustainability** pillar is aimed at ensuring the long-term viability of the architectural profession in South Africa.

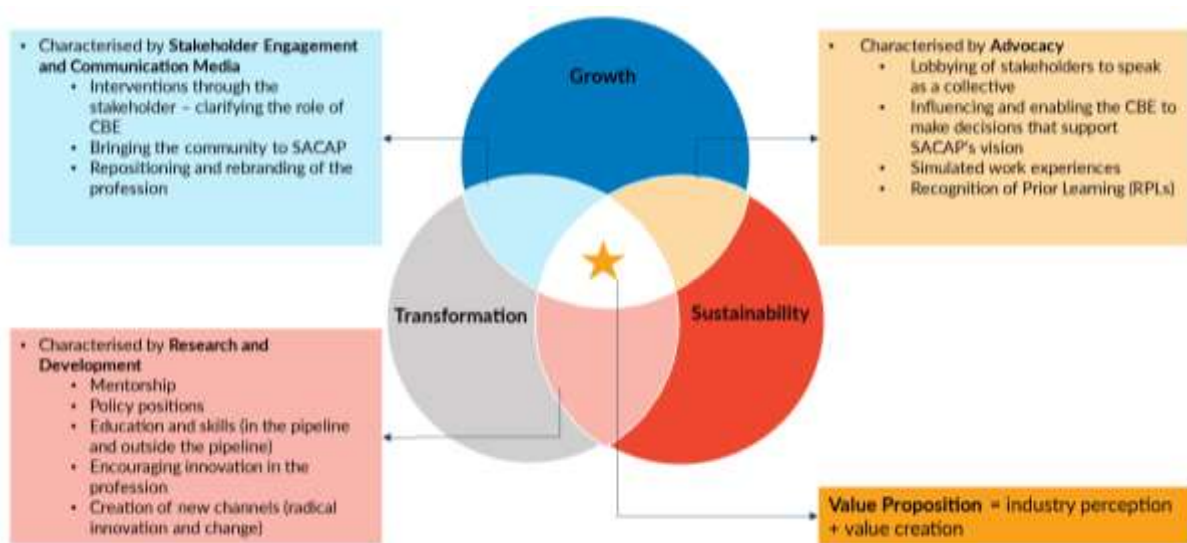


Figure 1: Three fundamental pillars shaping the SACAP Strategic Plan

In line with the three pillars, an analytical framework was put in place to reflect the dynamic environment within which SACAP operates, and to capture the emerging nexus within the South African architectural space. As a result, the external and internal environments were analysed using the below framework.

1. Growth

- Educational Institutions* – architectural learning sites (ALSs) fuel the supply of architectural professionals by providing quality education and training.
- Professional Associations and Bodies* – voluntary associations working with SACAP promote the profession and advocate for architectural professionals' interests.
- Continuing Professional Development* - ongoing training and development ensure architectural professionals stay relevant and competitive, aligning their skills with market demands. This includes CPD compliance, ensuring architectural professionals enhance their knowledge and competence.
- Outreach and Awareness* - initiatives to increase public awareness about the importance and role of architectural profession within communities.
- Community Involvement* - architectural professionals engaging in community projects can demonstrate the value and impact of their work, stimulating demand.

2. Transformation

- Redressing Historical Imbalances* - involves addressing the legacy of apartheid and its impact on the architectural profession, particularly the underrepresentation of black and minority architectural professionals in the SACAP register. It also includes actively promoting access to education, mentorship, and career opportunities for individuals from historically disadvantaged backgrounds.
- Promoting Diversity and Inclusion* - to create a profession that reflects the demographic makeup of South Africa, ensuring equal opportunities for participation and advancement for all individuals regardless of race, gender, disability, or other factors.

- c. *Broadening Access to the Profession* - making the architectural profession more accessible to individuals from diverse backgrounds. This includes addressing financial barriers to education and training through scholarships and bursaries, as well as promoting awareness of career opportunities in architecture within disadvantaged communities.
- d. *Collaboration and Stakeholder Engagement* - SACAP actively collaborates with educational institutions, government agencies, professional bodies, and communities to develop and implement effective transformation initiatives.
- e. *Continuous Monitoring and Evaluation* - SACAP recognizes that transformation is an ongoing process and requires continuous monitoring and evaluation. This involves setting measurable targets, tracking progress, and adapting strategies as needed to ensure that the desired outcomes are achieved.

3. Sustainability

- a. *Fair Procurement Practices* - SACAP advocates for fair and transparent procurement processes that support the growth and development of diverse architectural firms, particularly those from historically disadvantaged backgrounds.
- b. *Collaboration and Advocacy* - collaborating with government agencies, professional bodies, educational institutions, and other stakeholders to develop and implement policies and initiatives that support sustainability. This includes advocacy for regulations, funding mechanisms, and best practices that contribute to a thriving and sustainable architectural sector.
- c. *Representation* - SACAP participation in committees and initiatives that advocate for the interests of architectural professionals and influence policy decisions impacting the profession.
- d. *Unlocking Infrastructure Spending* - boosting investor confidence and attracting funding for infrastructure and development projects. This increases project spending within the architectural industry and fosters a cycle of investment and job creation.
- e. *Community Involvement* - SACAP recognizes the importance of involving communities in the design and development of projects that impact them. This fosters ownership and ensures that projects are responsive to local needs and aspirations.

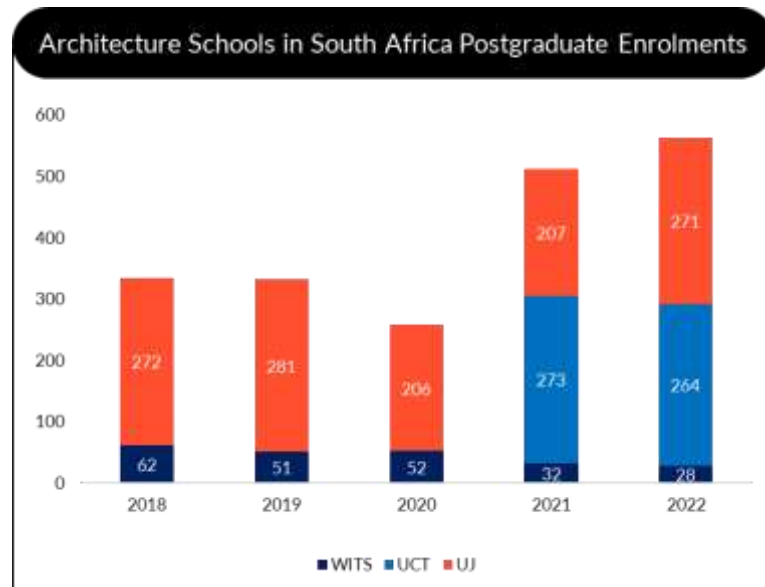
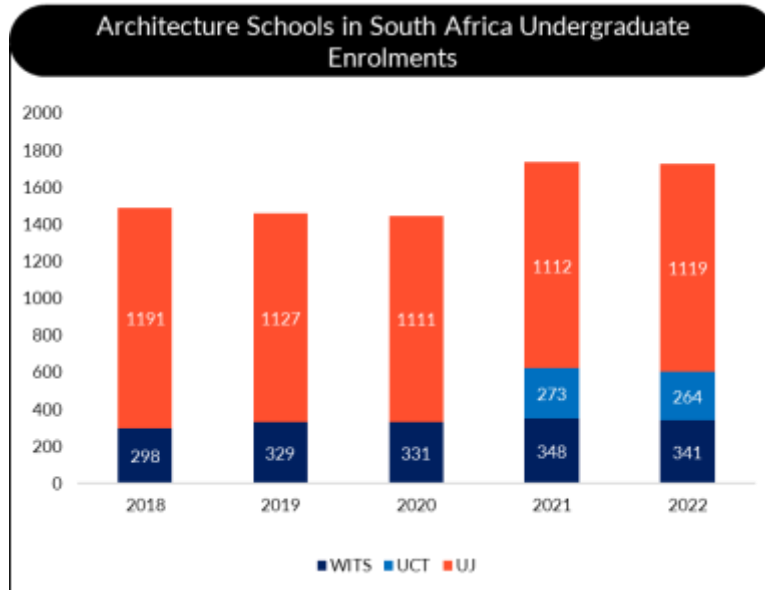
5.5 External Environment Analysis

An examination of the external environment in line with the analysis framework revealed key trends impacting the architectural profession, and these are outlined below.

5.5.1 Enrolment of Students in Architectural Learning Sites

Analysis was conducted to identify the enrolment trends in the Built Environment across some of the educational institutions that offer Architectural studies in South Africa.

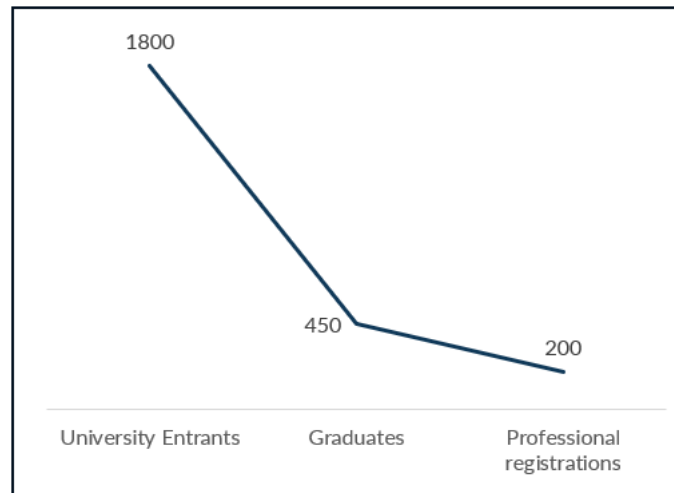
The enrolments of three Architecture universities in South Africa were analysed – including both undergraduate and postgraduate places per year. The number of enrolments per year remains relatively consistent. It can be noticed that despite COVID-19 years, the enrolment remained stable. University of Johannesburg is noted to take in the most amount of Architecture and design students. This is attributed to the fact that they offer a larger set of electives and majors for the degree, including Landscape Architecture, Urban design, and pure Architecture.



Wits University Facts and Figures 2022; University of Cape Town EBE Annual Report 2021 and 2022 ; UJ Annual Report 2020-2022

Figure 2: South African University enrolments for Architectural students

ALSs across the country fuel the supply of architectural professionals, however, a low percentage proceed to register with SACAP. It is observed that only 25% of university entrants graduate, and 44% of the graduates proceed to register with SACAP. Findings from the survey conducted reveal that the low registration rates are mainly due to inability to afford the registration fee, lack of employment opportunities, and the decision to change fields.



Transformation of the Architectural Profession in South Africa, Ispos Report for SACAP 2023

Figure 3: University throughput and professional registration

5.5.2 Continued Professional Development (CPD) Training Opportunities

Continuing Professional Development plays a critical role in every architectural professional career journey. It fosters the progression of graduates towards becoming proficient candidates and, ultimately, registered professionals. For those already registered, active engagement in CPD is essential to maintain their professional standing with SACAP.

SACAP champions this growth by ensuring that Voluntary Associations offer diverse CPD training opportunities, ensuring registered professionals stay abreast of industry trends, regulations, and best practices. Some of the valuable CPD training opportunities are outlined below.

- a) **Workshops and Seminars:** Recognised Voluntary Associations (VA) organises workshops and seminars on various topics relevant to architectural practice, such as sustainable design, building regulations, project management, and professional ethics. These events often feature expert speakers and provide opportunities for networking and knowledge sharing among professionals.
- b) **Online Courses and Webinars:** VA offers online CPD courses and webinars that allow professionals to conveniently access training materials from anywhere with an internet connection. These courses cover a wide range of topics and may include interactive elements such as quizzes or discussion forums.
- c) **Industry Conferences and Events:** SACAP and VA sponsor or endorse industry conferences, exhibitions, and roadshows where professionals can participate in CPD activities, attend educational sessions, and learn about the latest advancements in architecture and the built environment. This is often done in conjunction with VAs.
- d) **Technical Training Programs:** VAs collaborates with industry partners and training providers to offer technical training programs focused on specific areas of architectural practice, such as building technology, construction methods, and digital design tools.
- e) **Research and Publications:** SACAP supports research initiatives and publishes educational materials, guidelines, and best practice documents that contribute to the professional development of architectural practitioners. Professionals can engage with these resources as part of their CPD activities.

- f) **Practice Management and Business Skills:** SACAP and VAs recognises the importance of business skills and practice management in architectural practice and offer CPD training opportunities in areas such as marketing, financial management, and client relations.
- g) **Regulatory Updates and Compliance Training:** SACAP and VAs provides CPD training related to regulatory updates, changes in legislation, and compliance requirements affecting architectural practice in South Africa. This ensures that professionals stay informed and compliant with relevant regulations and standards.
- h) While SACAP and VAs may offer a variety of CPD training opportunities as stated above, the attendance of registered professionals at these events can vary depending on factors such as availability, relevance, location, and individual professional interests and priorities.

5.5.3 Outreach and Awareness Programs

SACAP engages in various outreach programs aimed at promoting architecture as a profession, supporting architectural education, and fostering community engagement. These outreach efforts include:

- a) **Architectural Education Initiatives:** SACAP collaborates with educational institutions, such as universities and technical colleges, to support architectural education and training programs. This involves providing scholarships, grants, or resources to students pursuing careers in architecture.
- b) **Public Awareness Campaigns:** SACAP launches public awareness campaigns to highlight the importance of architecture in shaping communities, promoting sustainable design practices, and raising awareness about the role of architectural professionals in the built environment. These campaigns may include events, exhibitions, and media outreach efforts including radio and television as well as municipal roadshows.
- c) **Community Engagement Projects:** SACAP facilitates community engagement projects that involve architectural professionals working directly with communities to address their architectural needs and challenges. This could include designing and implementing projects such as affordable housing, community centres, or public spaces that enhance quality of life.
- d) **Partnerships with Industry Stakeholders:** SACAP engages and forms partnerships with government agencies, industry associations, and other stakeholders to advocate for policies and initiatives that promote the architectural profession and advance the quality of the built environment. These partnerships may involve joint advocacy efforts, research collaborations, or industry forums.
- e) **Youth Outreach and Mentorship Programs:** SACAP develops outreach programs aimed at inspiring and mentoring young people who are interested in pursuing careers in architecture. This involves mentorship programs, career fairs, and outreach activities targeting schools and youth organisations.

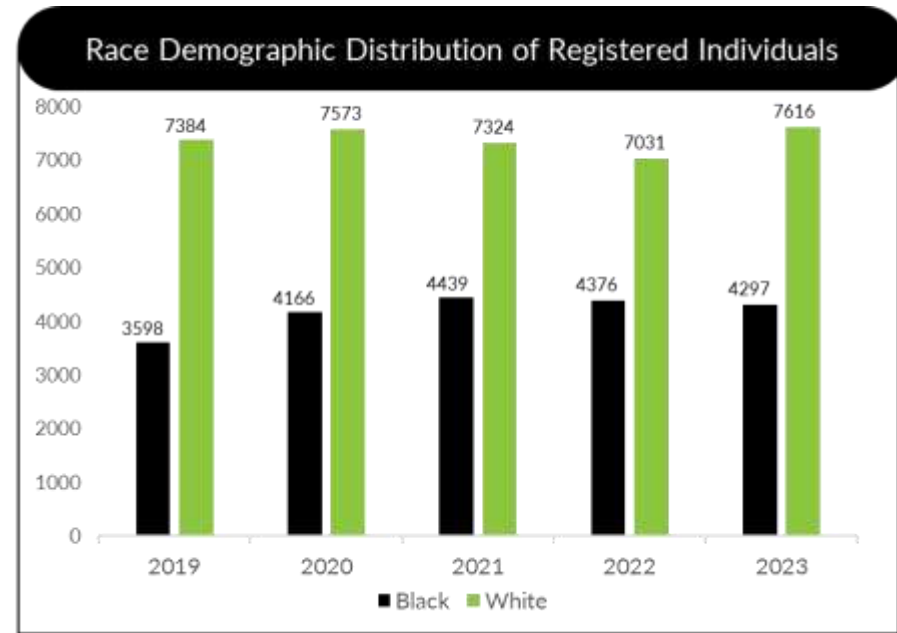
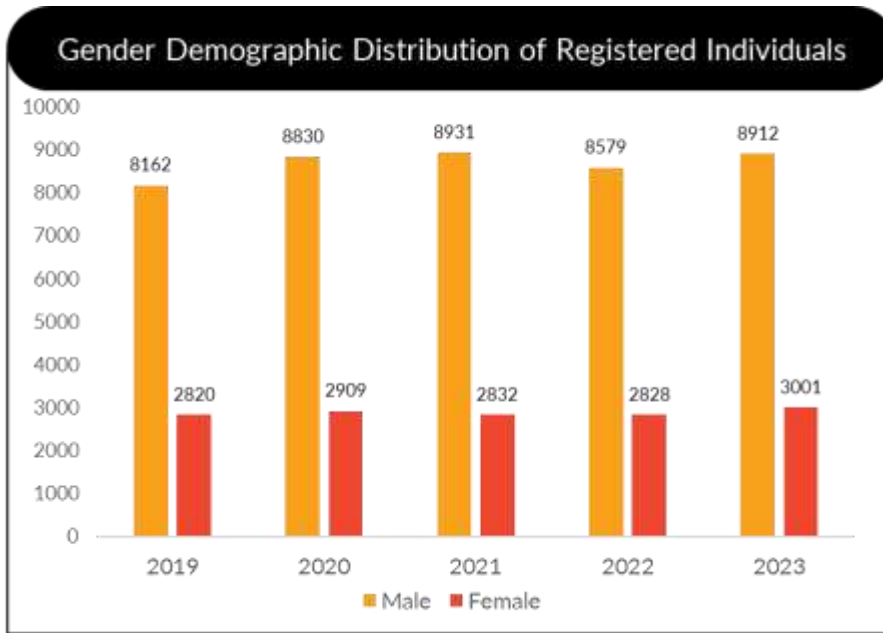
SACAP's priority is to focus their outreach efforts at rural and township communities for this strategic cycle.

5.5.4 Diversity and Inclusion

An analysis of registrations across designated groups was conducted to understand the dynamics of diversity and inclusion within the architectural profession. This revealed that gender and ethnicity remain a key challenge for professions managed under SACAP, highlighting the lack of transformation.



SACAP has about 12 000 registered persons, and approximately 25% are female; whilst the register continues to be white dominated (65%), with black registrations (which includes Africans, Coloureds and Indians) are in the minority of the demographics in the register, with about 30%-40% of the total.



Percentage demographic growth in registered individuals over the past 5-year period

Significant growth in certain groups can be attributed to a low starting base.

Significant disproportionality can be observed across the 5 years, for gender demographics.



Significant disproportionality can still be observed in the 2022/2023yr race demographics



Annual Reports April 2019 to April 2023

Figure 4: Demographic distribution of the SACAP register, 2018 – 2023



5.5.5 Public Sector Infrastructure Spending

The figure below summarizes the government’s infrastructure spending and estimates across different sectors and entities.

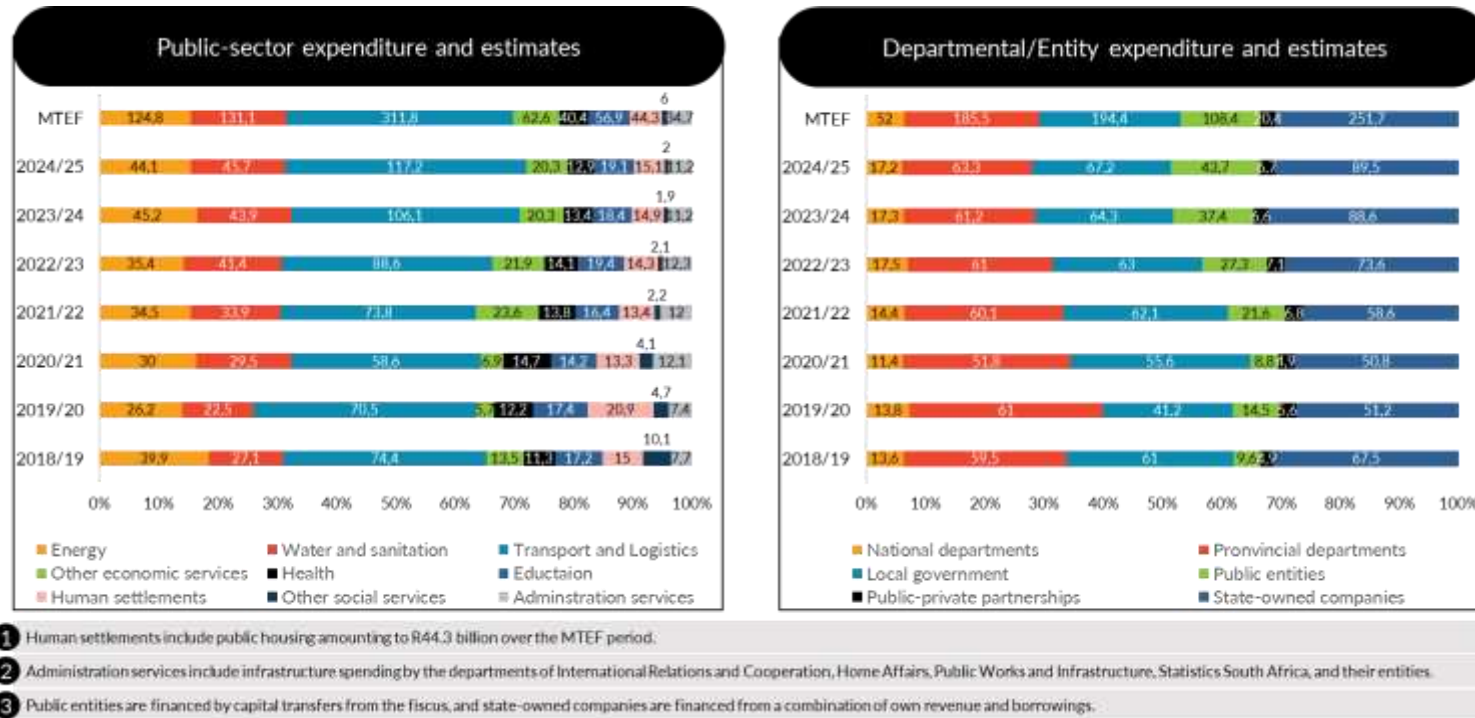
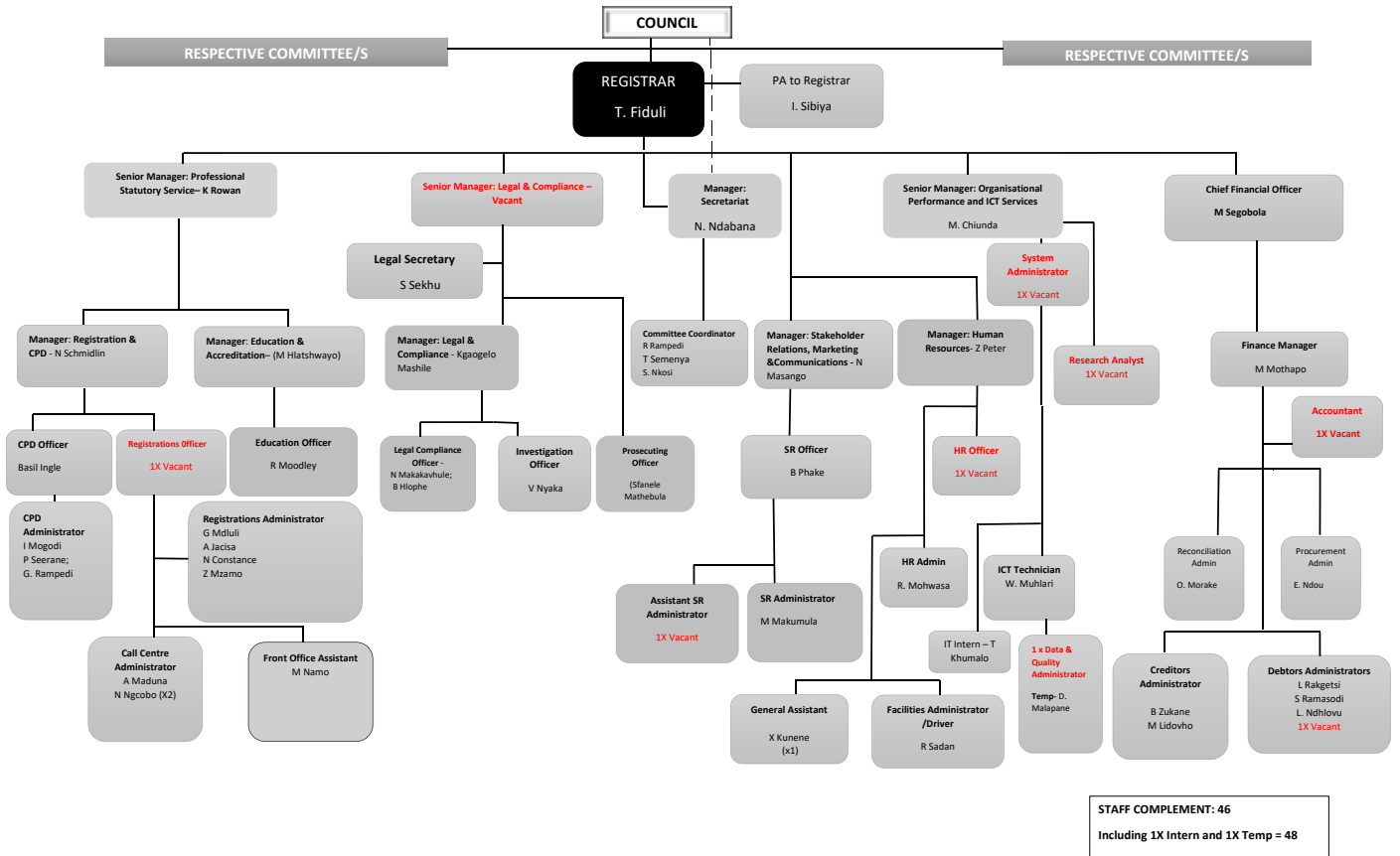


Figure 5: Infrastructure expenditure in the public sector and departmental/entity, National Treasury

There has been an increase in investment for the 2023 budget for strategic infrastructure projects, which is reflected in the estimated spending for the next 3 years. Transport and logistics are estimated to receive the largest allocation, followed by water and sanitation. State-owned companies are expected to be the biggest investors, followed by local and provincial governments, respectively. Increased project spending will be critical in fostering a cycle of job creation and the sustainability of the architectural profession.

5.6 Internal Environment Analysis

The following figure provide an overview of SACAP’s organogram as well as the vacancies.



STAFF COMPLEMENT: 46
Including 1X Intern and 1X Temp = 48

SACAP's organisational structure, including its hierarchical setup, departments, and reporting lines, plays a crucial role in how the institution is able influence its ability to deliver on its mandate. A well-defined structure ensures clarity in roles and responsibilities, facilitating smoother operations and decision-making processes.

The governance framework of SACAP, comprising of its Council, committees, and executive leadership, determines

Figure 6: SACAP organogram with vacancies (Source: Annual Report 2022/2023)

its strategic direction and policy formulation.

Internally, SACAP has met performance targets set in the previous Financial Year. The APP shows that all Employee Performance Agreements were signed by the end of April 2023. It is key to note that, SACAP requires a skilled workforce with expertise in areas such as architecture, law, regulation, and administration to fulfil its mandate. Recruiting and retaining qualified personnel are essential for maintaining the organisation's regulatory capacity and competence. SACAP also managed to fill in critical vacancies in this financial year as well as filling other positions, all including Debtors Administration, Legal Prosecutor, data entry clerks and a Registration Administrator. SACAP made progress in ensuring staff were trained by conducting training courses of the relative quarters.

Notable accomplishments of the SACAP organisation during this Financial Year included the average turnaround time is one working day, via autoreply, for queries. The average turnaround time for the Q2 is 2 working days. The average turnaround time for the PSS unit on responding to the email queries was one and a half days. The Call Centre escalates queries within one day of receiving emails and Stakeholders Relations queries are resolved on average within 1 working day. The efficiency of the organisation increased over the course of the Financial Year.

Adjacently, the goal was to have all registration applications assessed and concluded within 05 working days. However, the achievement fell short with the total number of registrations received being 283 and only 176 were

processed within 5 days, 64 were processed over more than 5 days, and consequently there were 43 applicants who had outstanding documentation. SACAP took remedial action to have the registration process reviewed and identify relative gaps. SACAP put in place a process mapping system to monitor the entire registration process, with the Senior Manager to sign off on every application.

SACAP made progress with professional development of its RPs and candidates, where SACAP was able to schedule 2 PPEs for all registered candidates that qualify to sit for the examination as well as evaluation of all CPD points received during the Financial Year within 30 days of receipt. Furthermore, SACAP was able to purchase the updated SANS 10400 for registered persons and extended the period of payment of annual fees for registered persons.

SACAP's use of technology and infrastructure, such as digital systems for registration, licensing, and compliance monitoring, is in aid of streamlining processes and improving efficiency. SACAP is persistent in investing in modern infrastructure to enhance their ability to deliver services promptly and adapt to changing needs. SACAP aimed to have effective implementation of succession planning and quarterly reporting, and this was achieved in Q2 where a new dashboard with all the information populated was implemented.

One of SACAP's essential functions is to focus on upholding ethical standards and enforcing disciplinary measures. Maintaining integrity and professionalism within the architectural profession requires robust mechanisms for investigating complaints, imposing sanctions, and promoting ethical behaviour among members.

For SACAP to carry out its regulatory functions effectively adequate financial resources are necessary. This includes revenue from annual fees, and other sources, which fund operational expenses, regulatory activities, and capacity-building initiatives.

SACAP had to ensure the alignment of the approved budget and annual targets with production of quarterly reports detailing the actuals versus budgets and achieved this during the quarters in the financial year.

Further financial analysis was conducted to identify areas of concern. This is shown in the following figures.

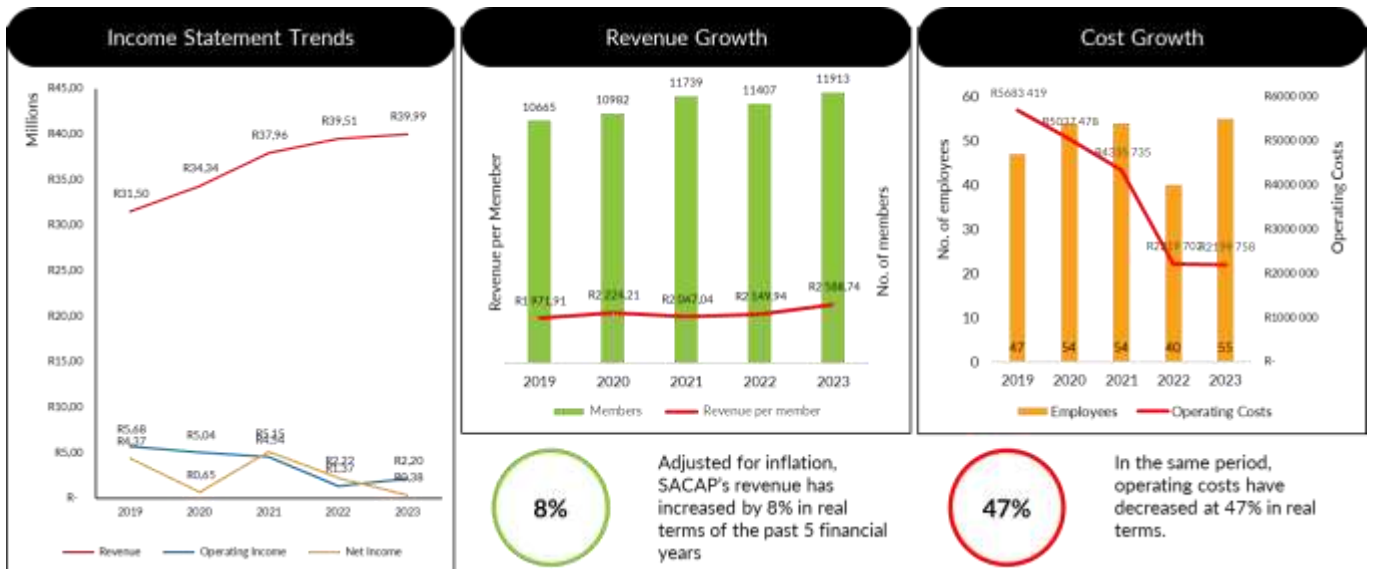


Figure 7: High level financial analysis

By addressing the relevant internal institutional factors, SACAP is able to strengthen its ability to deliver on its mandate of regulating and promoting excellence in the architectural profession in South Africa.

As numbers of registered persons increase, revenue has also increased in the last five financial years, and in conjunction, due to execution of the last strategy plan, in the same time period, operating costs have decreased. SACAP needs to ensure sustainable growth that is funded through adequate registration of registered persons.

For SACAP, as a regulatory body overseeing the architectural profession, compliance with B-BBEE requirements involves several aspects. These include representation, employment equity, skills development, enterprise and

supplier development and socio-economic development. In detail, representation ensures diverse representation within SACAP's governance structures, including its Council and committees, to reflect the demographics of South Africa and promote inclusivity.

Employment equity focuses on implementing policies and practices to promote employment equity within SACAP, including recruitment, training, and career development opportunities for historically disadvantaged individuals. SACAP is to focus in supporting small, medium, and black-owned enterprises (SMMEs and BOEs) within the architectural industry through procurement opportunities, capacity-building initiatives, and mentorship programs, while simultaneously investing in skills development programs and initiatives to empower individuals from underrepresented groups and enhancing their participation and advancement within the architectural profession.

SACAP aimed to achieve 50% of procurement awarded to service providers with level 1&2 BEE ratings in the first and second quarters. SACAP achieved 95% of procurement awarded to service providers with level 1&2 BEE ratings in the first quarter and 92% of procurement in the second quarter.

The 5th term Council appointed a transformation committee to focus on transforming and diversifying its register and influencing a transformation within the Architectural Profession as a whole.

SACAP looked at implementing initiatives aimed at promoting gender diversity and equality within the architectural profession, which includes engaging in mentorship programs, leadership training, networking opportunities, and advocacy for policies that support women in architecture. SACAP offered a free Women's Webinar on 18 August. SACAP engages in developing outreach programs and educational initiatives to encourage young people and their interest in architecture as a career path. This involves partnering with schools, universities, and youth organizations to provide information, resources, and opportunities for career exploration and development. SACAP conducted several career awareness campaigns, roadshows and free webinars to promote its organisation and the profession.

SACAP partnered with its stakeholders and Voluntary Associations to support initiatives that promote access to education and training for youth from disadvantaged backgrounds. Through partnership, SACAP advocates for universal design principles in architectural practice, and provides accommodations and support services for architectural professionals and students with disabilities, in aid of helping raising awareness about the importance of accessibility in the built environment.

As a whole, SACAP aims to implement measures to promote inclusivity and accessibility within the architectural profession.

5.7 SACAP's Priorities for this Strategic Cycle

Engagements were conducted with internal SACAP stakeholders to form an understanding of the internal environment in alignment with the analysis framework. These formed part of reflections on challenges and opportunities. A summary of the key themes is outlined below.

5.7.1 Education and Development of Professionals

South Africa faces several challenges regarding its architectural professionals. Despite a population of over 60 million only 11,500 are registered with SACAP, leading to legal and regulatory issues. Additionally, many registered professionals lack crucial updates on industry standards and ethics, potentially compromising project quality and causing delays in plan approvals. Furthermore, SACAP's limited bursary program struggles to support aspiring architectural professionals, resulting in high dropout rates, and hindering the growth of the profession.

However, these challenges present opportunities for SACAP. By effectively educating professionals on the importance of registration and the benefits of Continuing Professional Development, they can create a larger pool of qualified and compliant architectural professionals. Additionally, partnering with external funding sources could expand bursary programs, nurturing new talent and ensuring a skilled future workforce. Addressing these issues is crucial for SACAP to ensure the profession's ethical practice, high standards, and sustainable growth.

5.7.2 Partnerships

SACAP plays a critical role in ensuring that architectural professionals and architectural practices adhere to professional standards, ethics, and regulations. As such, SACAP engages in various relationships and partnerships to fulfil its mandate and enhance the architectural profession. By actively engaging with its partners and stakeholders, SACAP can strengthen the regulatory framework for the architectural profession, promote excellence and integrity in architectural practice, and contribute to the built environment in South Africa.

SACAP undertakes to increase engagement with stakeholders through regular communication, collaborative projects, where joint projects are initiated to address common challenges, promote innovation, and advance the architectural profession. Furthermore, there are professional development opportunities, where training workshops, seminars, and conferences in collaboration with partners to provide architectural professionals with opportunities for continuous learning and skill development. Advocating for the interests of the architectural profession through partnerships with government agencies, industry associations, and other relevant stakeholders to influence policy decisions and regulatory frameworks is another strategy SACAP engages with through partnership, along with further research and knowledge sharing. Engagements in facilitating research partnerships and knowledge-sharing initiatives to advance understanding and practice in areas such as sustainable design, urban planning, and building technology.

Partnership entities include government entities, architectural firms and professionals, educational institutions, professional associations, and international organisations.

SACAP wants to create a strategy focusing on further engagement with partners and enhancing current relationships.

5.7.3 Bridging the Gap – Expanding Awareness and Access

While SACAP prioritizes public protection, a lack of awareness, particularly in rural areas, hinders this core value and the profession's transformation journey. Intensifying career awareness campaigns is crucial, leveraging larger platforms and strategies to reach diverse audiences and educate them about SACAP's regulations and how they safeguard public well-being.

Furthermore, limited exposure to the architectural profession among school children restricts the talent pool and perpetuates unequal representation. This disadvantage continues into rural communities, impeding the industry's transformation agenda. The current demographic of students and newly registered professionals remains predominantly white, highlighting the need for targeted outreach and support programs.

6. PART C: MEASURING OUR PERFORMANCE

6.1 Institutional Performance Information

6.1.1 Measuring the Impact

Impact Statement 1	A capacitated sustainable Architectural Profession
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Impact Statement 2	A Transformed Architectural Profession
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Impact Statement 3	An Architectural Profession committed to professional ethics
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6.1.2 Measuring Outcomes – Impact Statement 1

Impact Statement 1	A capacitated sustainable Architectural Profession
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Table 1: Impact 1 Outcomes

Outcome	Outcome Indicator	Baseline	5-Year Target
Professionals with relevant and required skills to create an impact in the architectural profession	Number of registered candidates on SACAP/CETA mentorship program.	15 registered candidates	Skilled registered professionals
	Percentage increase in registered candidates completing mentorship and passing PPE exams to become professionals.	3 interventions to convert candidates to professionals	
	Number of registered persons	-	
	Number of registration renewals	-	
	Number of accreditations visits undertaken	12 accreditation visits	
	Publishing of guideline professional fees	Published and gazetted 3 guideline professional fees	
	Reviewing and publishing of IDoW	Published IDoW	
Increased public education and awareness of the profession	Number of engagements with tribal leaders to influence for mandatory involvement of registered professionals in building design.	-	Informed stakeholders
	Number of broader public engagement initiatives conducted.	Over 300 public engagements.	

	Number of Science Technology Engineering Mathematics (STEM)-related campaigns targeting school learners	-	Career of choice
Improved alignment and compliance with building regulations and standards	Number interventions to improve compliance with building regulations and standards	-	Improved approval rate of planning applications
Positive stakeholder sentiments	Percentage increase in positive feedback	3 surveys on stakeholder satisfaction	Positive stakeholder sentiments
Technical innovation and development in the profession	Number of engagements with software developers to improve the accessibility of software to professionals	4 engagements with software providers.	Research and stakeholder engagement
	Number of research and development initiatives conducted	2 research conducted	
Diversity of service offered by SACAP to Registered Persons	Number of RPs accessing building standards	-	Information centre
	Establishment of a Knowledge Hub	-	Effective & Efficient organisation
SACAP organisational excellence	Organisational excellence	On average 86%	Effective & Efficient organisation

6.1.3 Measuring Outcomes - Impact Statement 2

Impact Statement 2	A transformed Architectural Profession
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Table 2: Impact 2 Outcomes

Outcome	Outcome Indicator	Baseline	5-Year Target
Enhanced value proposition of the architectural profession	Number of participations in industry panels and conferences	-	Promotion of the profession.
	Number of media coverage highlighting the contributions of the architectural profession to society and economy	-	
Greater diversity and inclusion in the profession	Percentage increase in the representation of designated groups in the register	-	Transformed register and the profession
	Number of research initiatives and engagements on the number of RPs from designated groups involved in state infrastructure projects	1 research initiative	
	Number of advisory engagements with the relevant ministries	-	
Continuity of education and professional	Number of education and training programmes to address developmental shortcomings	-	Transformed register and the

development	Number of assessments for Recognition of Prior Learning	103	profession
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6.1.4 Measuring Outcomes - Impact Statement 3

Impact Statement 3	An Architectural Profession committed to professional ethics
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Table 3: Impact 3 Outcomes

Outcome	Outcome Indicator	Baseline	5-Year Target
Effective and proactive enforcement of the Act and the code of conduct	Number of Guilty verdicts on matters referred to the Disciplinary Tribunal	80%	Public protection
	Percentage investigation of complaints of improper conduct against registered persons	65%	
	Percentage registration of criminal cases with SAPS within a specified period of time	80%	
Collaborative and effective approach to regulation	Number of engagements with law enforcement agencies	4	Collaboration
	Number of engagements with other regulatory bodies to share best practices	8	

6.1.5 Explanation of Planned Performance over the Planning Period

SACAP operates in an ever-evolving landscape, and more so the architectural professionals who contribute to shaping the built environment. We believe that the outcomes we have outlined in line with the impact we seek to achieve contributes to broader national imperatives and the execution of our mandate.

By prioritising the empowerment and protection of architectural professionals, South Africa can unlock potential in areas such as sustainable development, and an inclusive and thriving economy. This approach fosters a cycle where an empowered architectural profession will contribute to national progress, while protected professionals and the public ensure a thriving architectural ecosystem. This, in turn, paves the way for a South Africa where the built environment is sustainable.

As such, building a sustainable future requires inclusive spaces reflecting the diversity of South Africa, and ensuring that continuous knowledge/collaboration is at the forefront. SACAP is dedicated to establishing partnerships that will enable economic transformation and job creation in designated group communities.

We are confident that the impact statements, and the outcomes align with our mandate - enabling us to protect the public through services that are provided by qualified and certified professionals; increasing representation of previously disadvantaged groups within the profession; and upholding ethical and compliance standards whilst contributing to the economic sustainability of the profession.

Several enablers will contribute to SACAP achieving this planned performance over the next 5 years. These include the stability in our leadership, the robust configuration of our people and the capabilities they possess, and the adoption of innovation and technology in the way we approach our execution. It is with this that we look forward to creating lasting impact within the architectural profession, and the South African landscape.



6.2. Key Risks

Impact	Outcome	Key Risk	Risk Mitigation
Impact Statement 1 A capacitated sustainable Architectural Profession	Professionals with relevant and required skills to create an impact in the architectural profession.	<ul style="list-style-type: none"> - Lack of financial resources to access training programmes - Skills and knowledge not applied in practice due to lack of employment opportunities 	<ul style="list-style-type: none"> - Seek financial support or resources from relevant SETAs - Increase the number of in-house CPD programmes - Advocate for support/work development programmes that connect candidates with employment opportunities
	Increased public education and awareness of the profession	<ul style="list-style-type: none"> - Lack of public awareness of the architectural profession specifically in the rural areas 	<ul style="list-style-type: none"> - Undertake stakeholder engagement forums - Use of mainstream media to raise awareness - Undertake campaigns to promote SACAP, with specific target on the rural and remote areas
	Improved alignment and compliance building regulations and standards	<ul style="list-style-type: none"> - Noncompliance with industry regulations and standards by RPs 	<ul style="list-style-type: none"> - Identify areas of non-compliance and implement interventions to address specific areas of concern
	Positive stakeholder sentiments	<ul style="list-style-type: none"> - Negative feedback on service charter 	<ul style="list-style-type: none"> - Education webinar for RPs on how to use the new system. - Addressing frequently asked questions about the system. - Undertake stakeholder satisfaction survey
	Technical innovation and development in the profession	<ul style="list-style-type: none"> - Limited interest from developers - Insufficient funding or resources 	<ul style="list-style-type: none"> - Fostering open communication to cater for stakeholder requirements



Impact	Outcome	Key Risk	Risk Mitigation
	Diversity of service offered by SACAP to Registered Persons	- Registered persons lack knowledge on non-architectural skills	<ul style="list-style-type: none"> - Crafting a compelling value proposition for each offering - Establish the Knowledge Hub - Make building standards accessible
	Organisational excellence	- Failure to meet performs efficiently and effectively	<ul style="list-style-type: none"> - Monthly reporting - Monthly identification of gaps and addressing same
Impact Statement 2 A Transformed Architectural Profession	Enhanced value proposition of the architectural profession	- Value proposition and brand position not articulated clearly	<ul style="list-style-type: none"> - Collaboration and partnerships within the broader built environment - Networking with key stakeholders - Sell the architectural profession to the society
	Greater diversity and inclusion in the profession	<ul style="list-style-type: none"> - Procurement policies and practices 'status quo' remain the same, hindering transformation - The register remains non-reflective of the country's demographics 	<ul style="list-style-type: none"> - Involve stakeholders across the value chain in providing input to policies and practices - Increase awareness of the profession



Impact	Outcome	Key Risk	Risk Mitigation
	Continuity of education and professional development	<ul style="list-style-type: none"> - Lack of capacity to deliver increasing number of training programmes - Lack of funding to offer the training programmes 	<ul style="list-style-type: none"> - Collaboration and partnerships with VAs to leverage available resources. - Source funding from industry SETAs
<p>Impact Statement 3</p> <p>An Architectural Profession committed to professional ethics</p>	Effective and proactive enforcement of the Act and the code of conduct	Delays in resolving complaints against registered and unregistered persons	<ul style="list-style-type: none"> - Streamlining investigation procedures - Collaboration with law enforcement agencies
	Collaborative and effective approach to regulation	Unsustainable partnerships due to lack of buy-in from stakeholders	<ul style="list-style-type: none"> - Establishing open and transparent communication channels with law enforcement agencies and other regulatory bodies

7. PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

7.1 Impact Statement 1: A capacitated sustainable Architectural Profession

Outcome: Professionals with relevant and required skills to create an impact in the architectural profession

Indicator Title	<ul style="list-style-type: none"> Number of registered candidates on SACAP/CETA mentorship program.
Definition	<ul style="list-style-type: none"> Practical training to attain professional registration
Source of Data	<ul style="list-style-type: none"> List of registered candidates on SACAP/CETA mentorship program.
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> SACAP/CETA Registered candidate in the register
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Disaggregation in terms of race, gender and category of candidature.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against three-year target
Desired Performance	<ul style="list-style-type: none"> Completion of the mentorship program
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

Outcome: Professionals with relevant and required skills to create an impact in the architectural profession

Indicator Title	<ul style="list-style-type: none"> Percentage increase in registered candidates completing mentorship and passing PPE exams to become professionals.
Definition	<ul style="list-style-type: none"> Process aims to upgrade registered candidates to professional registration after passing the Professional Practice Examination.
Source of Data	<ul style="list-style-type: none"> Register
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Upgraded registered candidates minus previously upgraded registered candidates over previously upgraded registered candidates
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Disaggregation in terms of race, gender and category of candidature.



Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Growth in the number of registered professionals
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

Outcome: Professionals with relevant and required skills to create an impact in the architectural profession

Indicator Title	<ul style="list-style-type: none"> Number of registered persons
Definition	<ul style="list-style-type: none"> The process of growth in the SACAP register
Source of Data	<ul style="list-style-type: none"> SACAP Register
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of candidates upgrading to professional status in the register
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Disaggregation in terms of race, age and gender
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Growth in SACAP register
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

Outcome: Professionals with relevant and required skills to create an impact in the architectural profession

Indicator Title	<ul style="list-style-type: none"> Number of registration renewals
Definition	<ul style="list-style-type: none"> The process of growth of retention of registered professionals
Source of Data	<ul style="list-style-type: none"> SACAP Register
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of renewals from SACAP register
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Disaggregation in terms of race, age and gender

Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Growth in SACAP register
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

Outcome: Professionals with relevant and required skills to create an impact in the architectural profession

Indicator Title	<ul style="list-style-type: none"> Number of accreditations visits undertaken
Definition	<ul style="list-style-type: none"> Process aims to establish engagement with institutions to accredit qualifications for the architectural profession.
Source of Data	<ul style="list-style-type: none"> Records of accreditation visits
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Accredited versus non-accredited
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the four-year target
Desired Performance	<ul style="list-style-type: none"> Compliance with accreditation rules
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

Outcome: Professionals with relevant and required skills to create an impact in the architectural profession

Indicator Title	<ul style="list-style-type: none"> Publishing of guideline professional fees
Definition	<ul style="list-style-type: none"> The annual guideline professional fees for the architectural profession as required by the Act
Source of Data	<ul style="list-style-type: none"> Government Gazette
Method of Calculation/ Assessment	<ul style="list-style-type: none"> N/A
Assumptions	<ul style="list-style-type: none"> Council will approve the guideline professional fees

Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Yearly
Desired Performance	<ul style="list-style-type: none"> Guideline of professional fees
Indicator Responsibility	<ul style="list-style-type: none"> SM: Professional Statutory Services

Outcome: Professionals with relevant and required skills to create an impact in the architectural profession

Indicator Title	<ul style="list-style-type: none"> Reviewing and publishing of IDoW
Definition	<ul style="list-style-type: none"> Identification of work for the architectural profession
Source of Data	<ul style="list-style-type: none"> Government Gazette
Method of Calculation/ Assessment	<ul style="list-style-type: none"> N/A
Assumptions	<ul style="list-style-type: none"> Council will approve the identification of work
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Registration categories
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> 4-year cycle
Desired Performance	<ul style="list-style-type: none"> Registered persons perform work within their category of registration
Indicator Responsibility	<ul style="list-style-type: none"> SM: Professional Statutory Services

Outcome: Increased public education and awareness of the profession

Indicator Title	<ul style="list-style-type: none"> Number of engagements with tribal leaders to influence for mandatory involvement of registered professionals in building design.
Definition	<ul style="list-style-type: none"> Engaging in discussions with tribal leaders from non-urban areas to increase influence on SACAP mandate for protection of the public
Source of Data	<ul style="list-style-type: none"> List of physical engagement
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Qualitative
Assumptions	<ul style="list-style-type: none"> Number of engagements versus the target



Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Tribal Leaders • Ambassadors • Public and communities
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Reporting Cycle	<ul style="list-style-type: none"> • Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> • Increased engagement in rural communities on awareness of the profession
Indicator Responsibility	<ul style="list-style-type: none"> • Manager: Stakeholders Relations, Marketing and communications

Outcome: Increased public education and awareness of the profession

Indicator Title	<ul style="list-style-type: none"> • Number of broader public engagement initiatives conducted
Definition	<ul style="list-style-type: none"> • The process of engaging and educating the public about the profession and the mandate of SACAP to protect the public
Source of Data	<ul style="list-style-type: none"> • List of engagements
Method of Calculation/ Assessment	<ul style="list-style-type: none"> • Qualitative
Assumptions	<ul style="list-style-type: none"> • Number of engagements versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Public in general
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Reporting Cycle	<ul style="list-style-type: none"> • Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> • Increased engagement with the public to create awareness of the profession
Indicator Responsibility	<ul style="list-style-type: none"> • Manager: Stakeholders Relations, Marketing and communications

Outcome: Increased public education and awareness of the profession

Indicator Title	<ul style="list-style-type: none"> • Number of Science Technology Engineering Mathematics (STEM)-related campaigns targeting school learners
Definition	<ul style="list-style-type: none"> • The process of engaging and educating the learners about the profession
Source of Data	<ul style="list-style-type: none"> • List of campaigns
Method of Calculation/ Assessment	<ul style="list-style-type: none"> • Qualitative and Quantitative

Assumptions	<ul style="list-style-type: none"> Numbers of campaigns versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> School learners
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Increased engagement with the learners to create awareness of the profession
Indicator Responsibility	<ul style="list-style-type: none"> Manager: Stakeholders Relations, Marketing and communications

Outcome: Improved alignment and compliance with industry practices and standards

Indicator Title	<ul style="list-style-type: none"> Number of CPD interventions to improve compliance with industry regulations and standards
Definition	<ul style="list-style-type: none"> Improved Compliance
Source of Data	<ul style="list-style-type: none"> Number of CPD interventions
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of CPD interventions versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Registered professionals
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Improved alignment and compliance with industry practices and standards
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services SM: Legal SM Organisational Performance and ICT Manager: Stakeholders Relations, Marketing and communications

Outcome: Positive stakeholder sentiments

Indicator Title	<ul style="list-style-type: none"> Percentage increase in positive feedback
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Definition	<ul style="list-style-type: none"> The process of collating data to rate the level of stakeholder satisfaction
Source of Data	<ul style="list-style-type: none"> Surveys Call rating reports Email queries reports
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Positive feedback received minus previous positive feedback received over previous positive feedback received
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Satisfied stakeholders
Indicator Responsibility	<ul style="list-style-type: none"> SM Organisational Performance and ICT Manager: Stakeholders Relations, Marketing and communications

Outcome: Technical innovation and development in the profession

Indicator Title	<ul style="list-style-type: none"> Number of engagements with software developers to improve the accessibility of software to professionals
Definition	<ul style="list-style-type: none"> Engaging with software developers to increase the technology used in the profession
Source of Data	<ul style="list-style-type: none"> Number of engagements
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of engagements versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Accessibility of software to architectural profession
Indicator Responsibility	<ul style="list-style-type: none"> Manager: Stakeholders Relations, Marketing and communications

Outcome: Technical innovation and development in the profession

Indicator Title	<ul style="list-style-type: none"> Number of research and development initiatives conducted
Definition	<ul style="list-style-type: none"> The process to collecting and analysing data to make informed decision.
Source of Data	<ul style="list-style-type: none"> Research conducted
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of research conducted versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> More informed decision to regulate the architectural profession
Indicator Responsibility	<ul style="list-style-type: none"> SM Organisational Performance and ICT

Outcome: Diversity of service offered by SACAP to Registered Persons

Indicator Title	<ul style="list-style-type: none"> Number of RPs accessing building standards
Definition	<ul style="list-style-type: none"> Compliance with the standards that have been made available to the RPs. Increase awareness about platform for RPs to comply with the standards
Source of Data	<ul style="list-style-type: none"> Number of views on the MM system
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of views versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Improved alignment and compliance with industry practices and standards
Indicator Responsibility	<ul style="list-style-type: none"> SM: Organisational Performance and ICT Manager: Stakeholders Relations, Marketing and

communications

Outcome: Diversity of service offered by SACAP to Registered Persons

Indicator Title	<ul style="list-style-type: none"> Establishment of a Knowledge Hub
Definition	<ul style="list-style-type: none"> Creation of a portal for RPs to acquire knowledge
Source of Data	<ul style="list-style-type: none"> The portal
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Qualitative
Assumptions	<ul style="list-style-type: none"> Creation of a portal
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Target within the five-year period
Desired Performance	<ul style="list-style-type: none"> RPs with access to knowledge
Indicator Responsibility	<ul style="list-style-type: none"> SM Organisational Performance and ICT

Outcome: Organisational excellence

Indicator Title	<ul style="list-style-type: none"> Organisational excellence
Definition	<ul style="list-style-type: none"> SACAP serves all stakeholders with excellence
Source of Data	<ul style="list-style-type: none"> Support service targets
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Assessment of support service targets
Assumptions	<ul style="list-style-type: none"> Organisation meeting its goals
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Quarterly

Desired Performance	<ul style="list-style-type: none"> • Organisation that performs efficiently and effectively
Indicator Responsibility	<ul style="list-style-type: none"> • All departments

7.2 Impact Statement 2: A transformed Architectural Profession

Outcome: Enhanced value proposition of the architectural profession

Indicator Title	<ul style="list-style-type: none"> • Number of participations in industry panels and conferences
Definition	<ul style="list-style-type: none"> • The aim is to reposition the architectural profession and enhance its value proposition
Source of Data	<ul style="list-style-type: none"> • Number of participations
Method of Calculation/ Assessment	<ul style="list-style-type: none"> • Quantitative
Assumptions	<ul style="list-style-type: none"> • Number of participations versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Reporting Cycle	<ul style="list-style-type: none"> • Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> • Enhanced value proposition of the profession
Indicator Responsibility	<ul style="list-style-type: none"> • Manager: Stakeholders Relations, Marketing and communications

Outcome: Enhanced value proposition of the architectural profession

Indicator Title	<ul style="list-style-type: none"> • Number of media coverage highlighting the contributions of the architectural profession to society and economy
Definition	<ul style="list-style-type: none"> • The process of educating the public on the contributions of the architectural profession to society and economy
Source of Data	<ul style="list-style-type: none"> • Number of media coverage
Method of Calculation/ Assessment	<ul style="list-style-type: none"> • Quantitative
Assumptions	<ul style="list-style-type: none"> • Number of media coverage versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • N/A
Reporting Cycle	<ul style="list-style-type: none"> • Annual progress against the five-year target



Desired Performance	<ul style="list-style-type: none">• Educated public on the contributions of the architectural profession to society and economy
Indicator Responsibility	<ul style="list-style-type: none">• Manager: Stakeholders Relations, Marketing and communications

Outcome: Greater diversity and inclusion in the profession

Indicator Title	<ul style="list-style-type: none"> Percentage increase in the representation of designated groups in the register
Definition	<ul style="list-style-type: none"> The focus is to transform and diversify the profession by inclusion of previously disadvantaged groups in the register.
Source of Data	<ul style="list-style-type: none"> SACAP Register
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of RPs from designated groups minus previous number of RPs from designated groups divide by previous number of RPs from designated groups
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women Target for black people Target for Youth Target for People with Disabilities
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Growth of the register by inclusion of previously disadvantaged groups
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

Outcome: Greater diversity and inclusion in the profession

Indicator Title	<ul style="list-style-type: none"> Research and engagements on the number of RPs from designated groups involved in state infrastructure projects
Definition	<ul style="list-style-type: none"> The process of quantifying the number of RPs from designated groups involved in state infrastructure projects
Source of Data	<ul style="list-style-type: none"> Number of RPs from designated groups involved in state infrastructure projects
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of RPs from designated groups involved in state infrastructure projects versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Increased number of RPs from designated groups involved in state infrastructure projects
Indicator Responsibility	<ul style="list-style-type: none"> SM Organisational Performance and ICT Manager: Stakeholders Relations, Marketing and communications

Outcome: Greater diversity and inclusion in the profession

Indicator Title	<ul style="list-style-type: none"> Number of advisory engagements with the relevant ministries
Definition	<ul style="list-style-type: none"> The process of advice to the ministries on various matters pertaining to the architectural profession
Source of Data	<ul style="list-style-type: none"> Number of advisory engagements
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of advisory engagements versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Collaborative efforts with Ministry to advance the profession
Indicator Responsibility	<ul style="list-style-type: none"> SM Organisational Performance and ICT Manager: Stakeholders Relations, Marketing and communications

Outcome: Continuity of education and professional development

Indicator Title	<ul style="list-style-type: none"> Number of education and training programmes to address developmental shortcomings
Definition	<ul style="list-style-type: none"> The process of addressing shortfalls in the skills required to upgrade to higher category of registration through the RPL process
Source of Data	<ul style="list-style-type: none"> The number of RPs that upgrade through the education and training programmes
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of upgrades versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Race and gender
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> RPs progressing to higher categories
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

Outcome: Continuity of education and professional development

Indicator Title	<ul style="list-style-type: none"> Percentage of registered professional completing training requirements
Definition	<ul style="list-style-type: none"> The purpose is to increase the number of RPs who upgrade through RPL process
Source of Data	<ul style="list-style-type: none"> Total number RPs who successfully complete training
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Total number RPs versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Race and gender
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> RPs from designated groups progressing to the higher categories of registration.
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

Outcome: Continuity of education and professional development

Indicator Title	<ul style="list-style-type: none"> Number of assessments for Recognition of Prior Learning
Definition	<ul style="list-style-type: none"> Encouraging RPs from designated groups to apply for upgrades through the RPL process
Source of Data	<ul style="list-style-type: none"> Number of RPs from designated groups that have applied for RPL.
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of RPs from designated groups versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Race and gender
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> More upgrades through RPL by professionals from designated groups
Indicator Responsibility	<ul style="list-style-type: none"> Professional Statutory Services

7.3 Impact Statement 3: An Architectural Profession committed to professional ethics

Outcome: Effective and proactive enforcement of the Act and the code of conduct

Indicator Title	<ul style="list-style-type: none"> Number of disciplinary actions taken against professionals violating the Act and the Code of Conduct.
Definition	<ul style="list-style-type: none"> The process of enforcing the Act and the Code of Conduct.
Source of Data	<ul style="list-style-type: none"> Number of cases referred to disciplinary tribunal.
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of RPs with disciplinary actions
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Decrease number of RPs violation the Act and the Code of Conduct
Indicator Responsibility	<ul style="list-style-type: none"> SM: Legal

Outcome: Effective and proactive enforcement of the Act and the code of conduct

Indicator Title	<ul style="list-style-type: none"> Completion rate of investigations within specified turnaround times
Definition	<ul style="list-style-type: none"> Undertaking investigations efficiently and effectively.
Source of Data	<ul style="list-style-type: none"> Legal reports
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of completed investigations over the total reported cases.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Categories of registration.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Effective investigation of all complaints.
Indicator Responsibility	<ul style="list-style-type: none"> SM Legal

Outcome: Effective and proactive enforcement of the Act and the code of conduct

Indicator Title	<ul style="list-style-type: none"> Number of unregistered persons referred to SAPS for investigation and prosecution
Definition	<ul style="list-style-type: none"> The number of contraventions of the Act recorded that will result in legal prosecution
Source of Data	<ul style="list-style-type: none"> Legal reports
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Quantitative
Assumptions	<ul style="list-style-type: none"> Number of unregistered persons investigated versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Effective investigation of all complaints against unregistered persons.
Indicator Responsibility	<ul style="list-style-type: none"> SM Legal

Outcome: Collaborative and effective approach to regulation

Indicator Title	<ul style="list-style-type: none"> Number of engagements with law enforcement agencies
Definition	<ul style="list-style-type: none"> The process of maintaining relationships with the law enforcement agencies
Source of Data	<ul style="list-style-type: none"> Engagement with law enforcement agencies
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Qualitative
Assumptions	<ul style="list-style-type: none"> Number of engagements versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Collaborative efforts with law enforcement agencies
Indicator Responsibility	<ul style="list-style-type: none"> Manager: Stakeholders Relations, Marketing and communications SM Legal

Outcome: Collaborative and effective approach to regulation

Indicator Title	<ul style="list-style-type: none"> Number of engagements and consultations with other regulatory bodies to share best practices
Definition	<ul style="list-style-type: none"> The process of engaging with other regulatory bodies to share best practices
Source of Data	<ul style="list-style-type: none"> Engagements with regulatory bodies
Method of Calculation/ Assessment	<ul style="list-style-type: none"> Qualitative
Assumptions	<ul style="list-style-type: none"> Number of engagements versus the target
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> N/A
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired Performance	<ul style="list-style-type: none"> Sharing of best practices
Indicator Responsibility	<ul style="list-style-type: none"> Manager: Stakeholders Relations, Marketing and communications SM Legal SM: Finance Manager: Human Resources