



South African Council  
for the Architectural Profession

# Annual Performance Plan 2024/25

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.



**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.

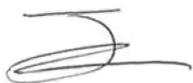
To this end, the SACAP continued to be a service-driven organisation. The achievement of turnaround times on registrations, accreditations, professional practice examinations, CPD submissions, processing of payments, email queries, and complaints of improper handling, disciplinary tribunals demonstrated 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 6<sup>th</sup> 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   
6<sup>th</sup> Term President

Adv. Toto Jeremiah Fiduli: Signature   
Registrar of SACAP

Mr. Maduwele Segobola: Signature   
Senior Manager: Finance / Chief Financial Officer

Mr. Munetsi Chiunda   
Senior Manager Organizational Performance & ICT

  
Mr Sfanele Mathebula  
Acting Senior Legal & Compliance Manager

Ms. Kimberley Rowan   
Senior Manager Registration, CPL & Education

Mr. Ntokozi Masango   
Stakeholder Relations Manager

Ms. Nandipha Ndabana   
Manager: Secretariat

  
Mr. Zola Peter  
Manager: Human Resource

## 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 6<sup>th</sup> 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:

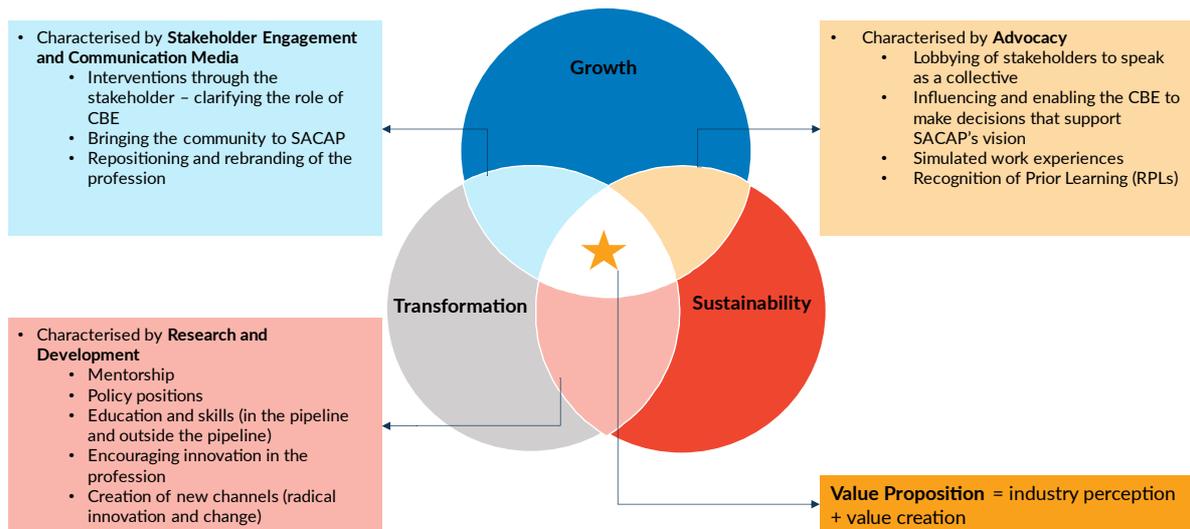
- a) A capacitated sustainable Architectural Profession
- b) A transformed Architectural Profession
- c) An Architectural Profession committed to professional ethics

### 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 5<sup>th</sup> Term Council for their remarkable success in establishing a solid and stable foundation upon which the organisation can grow. The 6<sup>th</sup> 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.
- 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.

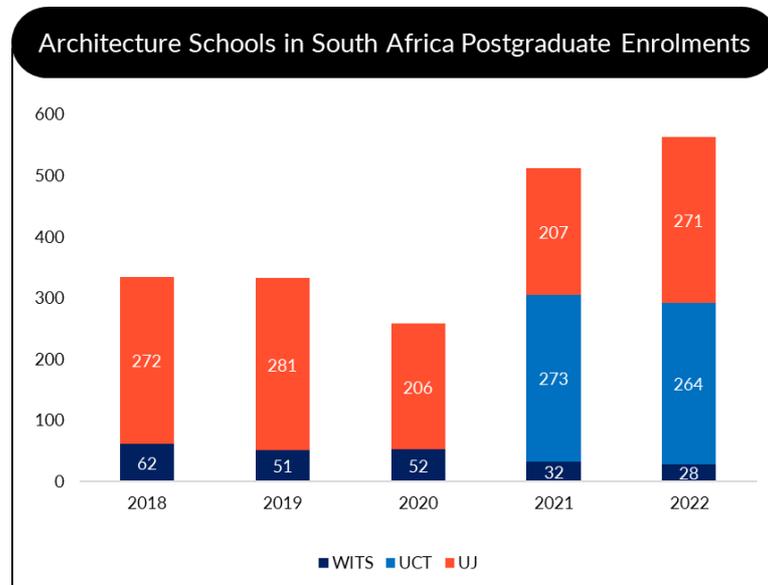
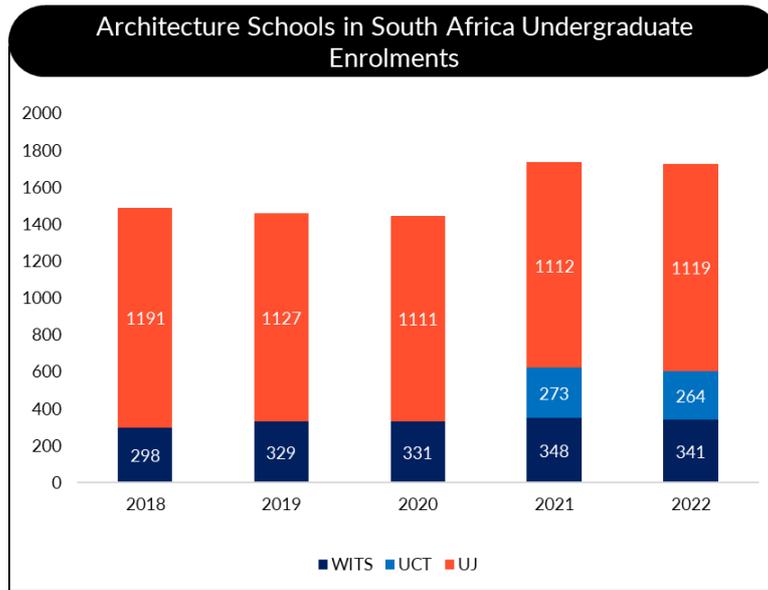
## 5.5 External Environment Analysis

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.

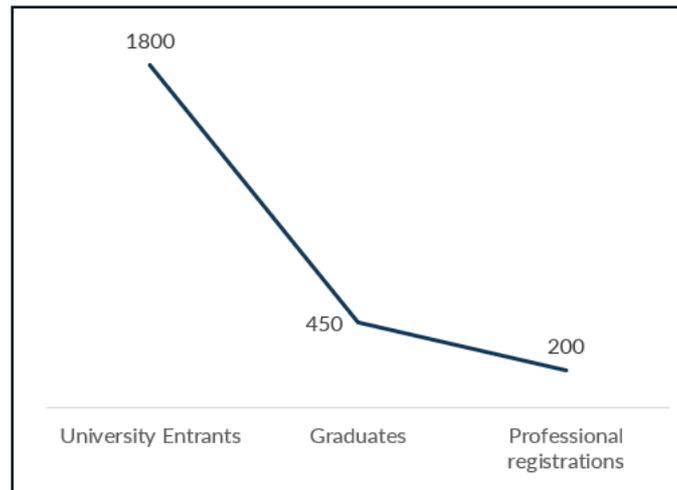
The enrolments of three Architecture universities in South Africa were analysed – including both undergraduate and postgraduate places per year. The number of enrolments per year remains relatively consistent. It can be noticed that despite COVID-19 years, the enrolment remained stable. University of 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 throughout 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:

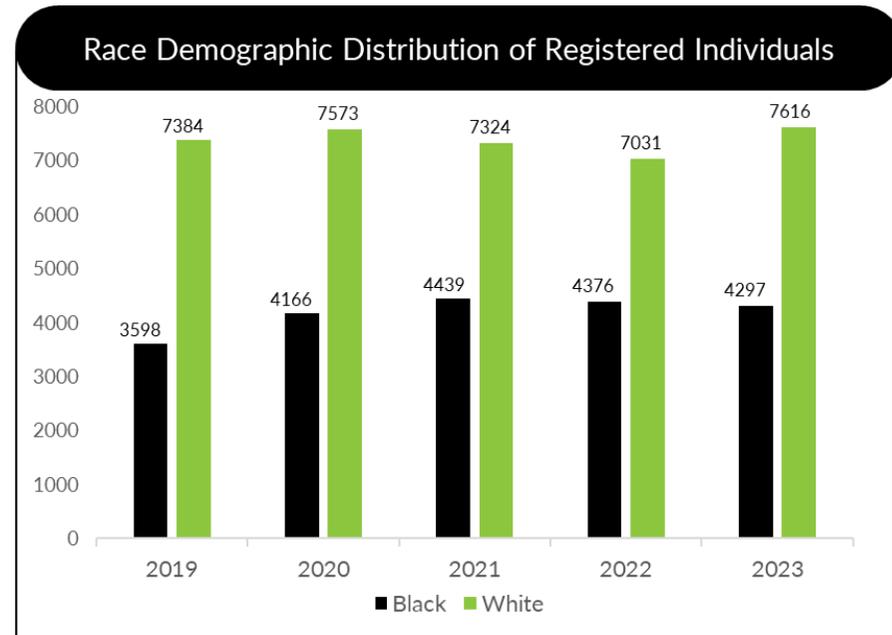
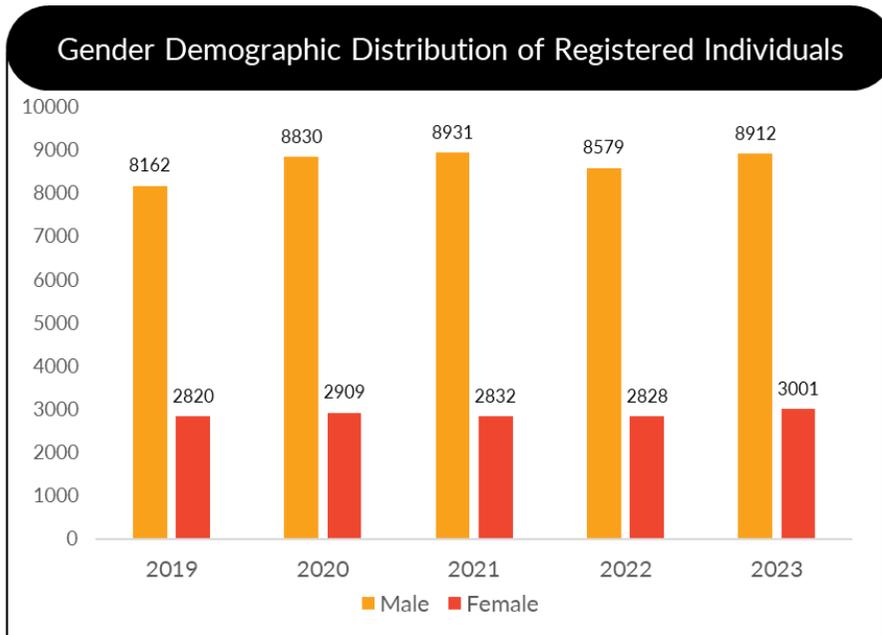
- a) **Architectural Education Initiatives:** SACAP collaborates with educational institutions, such as universities and technical colleges, to support architectural education and training programs. This involves providing scholarships, grants, or resources to students pursuing careers in architecture.
- 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

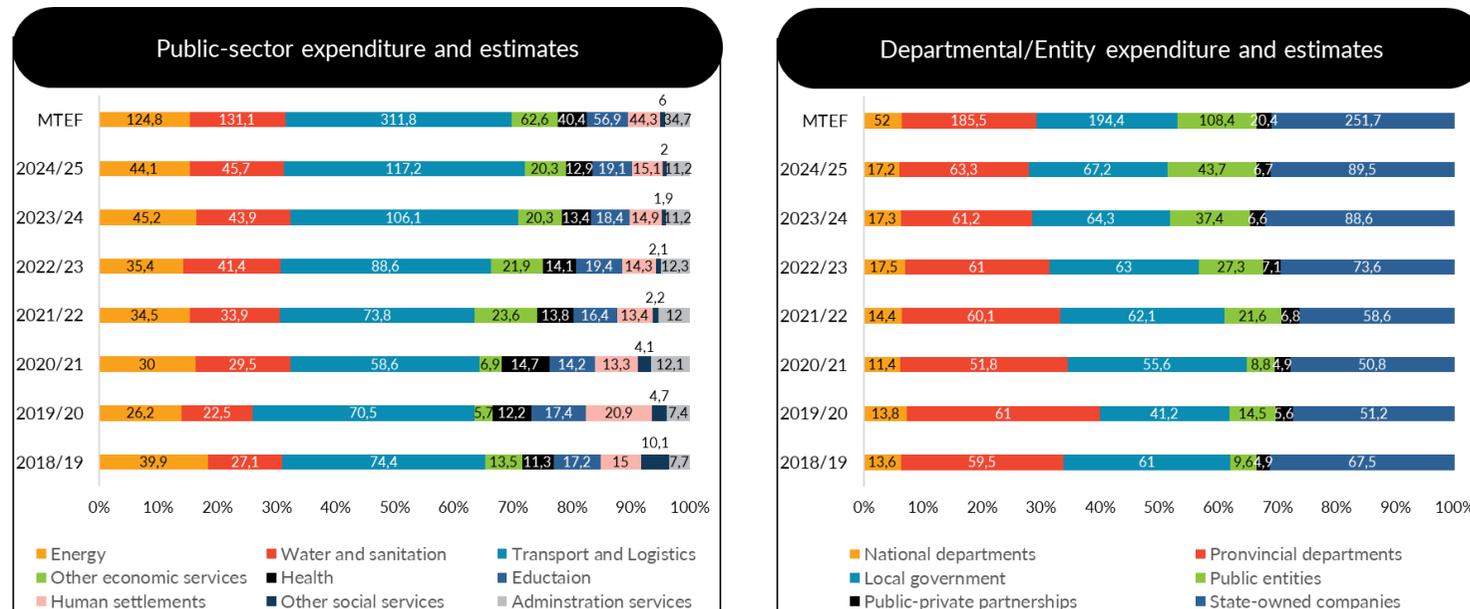


Annual Reports April 2019 to April 2023

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.



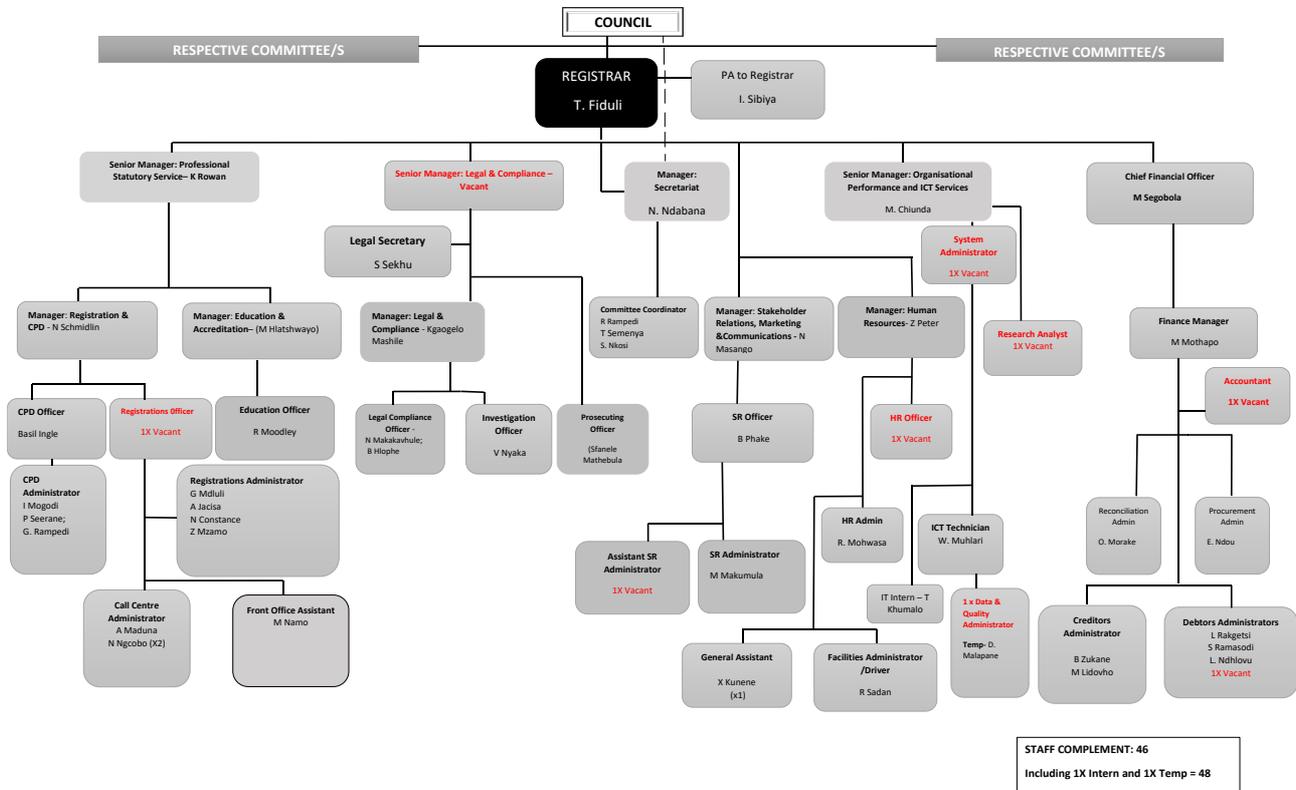
- ① Human settlements include public housing amounting to R44.3 billion over the MTEF period.
- ② Administration services include infrastructure spending by the departments of International Relations and Cooperation, Home Affairs, Public Works and Infrastructure, Statistics South Africa, and their entities.
- ③ Public entities are financed by capital transfers from the fiscus, and state-owned companies are financed from a combination of own revenue and borrowings.

**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.



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 its strategic direction and policy formulation.

Internally, SACAP has met performance targets set in the previous Financial Year. The APP shows that all Employee **Figure 6: SACAP organogram with vacancies (Source: Annual Report 2022/2023)**

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.

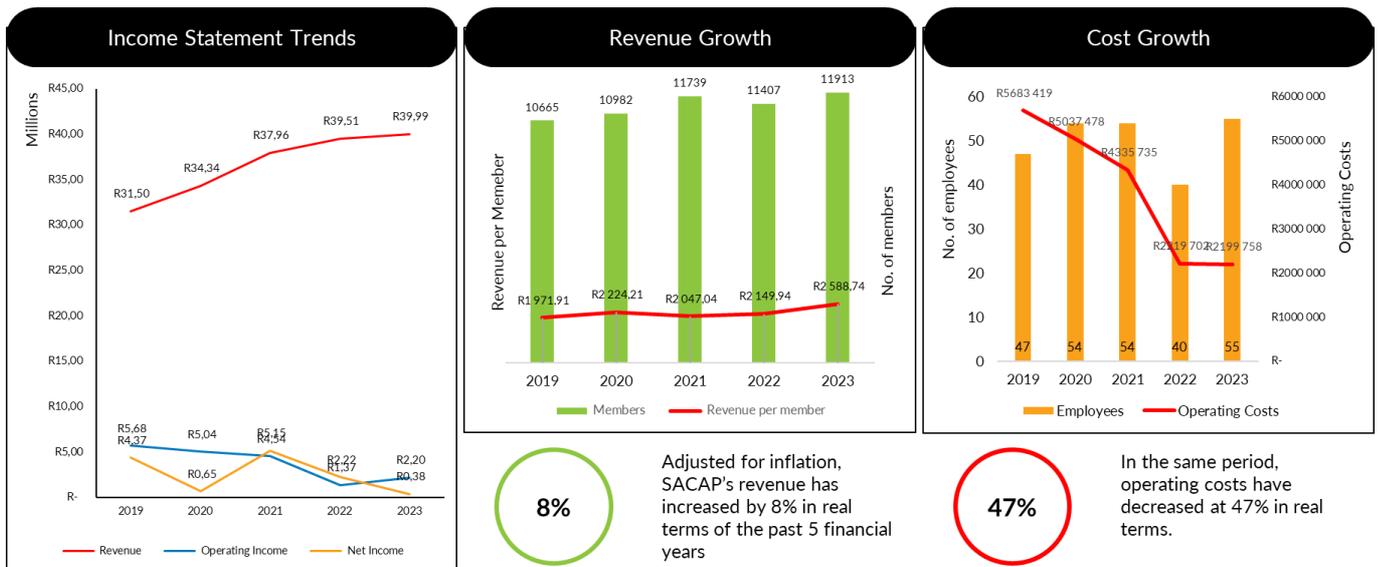


Figure 7: High level financial analysis

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 5<sup>th</sup> 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

<b>Impact Statement 1</b>	A capacitated sustainable Architectural Profession
<b>Impact Statement 2</b>	A Transformed Architectural Profession
<b>Impact Statement 3</b>	An Architectural Profession committed to professional ethics

#### 6.1.2 Measuring Outcomes – Impact Statement 1

<b>Impact Statement 1</b>	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	-	
SACAP organisational excellence	Organisational excellence	On average 86%	Effective & Efficient organisation

### 6.1.3 Measuring Outcomes - Impact Statement 2

<b>Impact Statement 2</b>	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 development	Number of education and training programmes to address developmental shortcomings	-	Transformed register and the profession
	Number of assessments for Recognition of Prior Learning	103	

### 6.1.4 Measuring Outcomes - Impact Statement 3

#### Impact Statement 3

An Architectural Profession committed to professional ethics

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



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"> <li>- Crafting a compelling value proposition for each offering</li> <li>- Establish the Knowledge Hub</li> <li>- Make building standards accessible</li> </ul>
	Organisational excellence	- Failure to meet performs efficiently and effectively	<ul style="list-style-type: none"> <li>- Monthly reporting</li> <li>- Monthly identification of gaps and addressing same</li> </ul>
<b>Impact Statement 2</b> 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"> <li>- Collaboration and partnerships within the broader built environment</li> <li>- Networking with key stakeholders</li> <li>- Sell the architectural profession to the society</li> </ul>
	Greater diversity and inclusion in the profession	<ul style="list-style-type: none"> <li>- Procurement policies and practices 'status quo' remain the same, hindering transformation</li> <li>- The register remains non-reflective of the country's demographics</li> </ul>	<ul style="list-style-type: none"> <li>- Involve stakeholders across the value chain in providing input to policies and practices</li> <li>- Increase awareness of the profession</li> </ul>



Impact	Outcome	Key Risk	Risk Mitigation
	Continuity of education and professional development	<ul style="list-style-type: none"> <li>- Lack of capacity to deliver increasing number of training programmes</li> <li>- Lack of funding to offer the training programmes</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration and partnerships with VAs to leverage available resources.</li> <li>- Source funding from industry SETAs</li> </ul>
<p><b>Impact Statement 3</b></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"> <li>- Streamlining investigation procedures</li> <li>- Collaboration with law enforcement agencies</li> </ul>
	Collaborative and effective approach to regulation	Unsustainable partnerships due to lack of buy-in from stakeholders	<ul style="list-style-type: none"> <li>- Establishing open and transparent communication channels with law enforcement agencies and other regulatory bodies</li> </ul>

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

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

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

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

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

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

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

<b>Indicator Title</b>	<ul style="list-style-type: none"> <li>Number of registration renewals</li> </ul>
<b>Definition</b>	<ul style="list-style-type: none"> <li>The process of growth of retention of registered professionals</li> </ul>
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>SACAP Register</li> </ul>
<b>Method of Calculation/ Assessment</b>	<ul style="list-style-type: none"> <li>Quantitative</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Number of renewals from SACAP register</li> </ul>



<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>Disaggregation in terms of race, age and gender</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Reporting Cycle</b>	<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
<b>Desired Performance</b>	<ul style="list-style-type: none"> <li>Growth in SACAP register</li> </ul>
<b>Indicator Responsibility</b>	<ul style="list-style-type: none"> <li>Professional Statutory Services</li> </ul>

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

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

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

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

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

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

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

**Outcome: Increased public education and awareness of the profession**

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

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

**Outcome: Increased public education and awareness of the profession**

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

**Outcome: Increased public education and awareness of the profession**

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

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

**Outcome: Improved alignment and compliance with industry practices and standards**

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

**Outcome: Positive stakeholder sentiments**

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

**Outcome: Technical innovation and development in the profession**

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

**Outcome: Technical innovation and development in the profession**

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

**Outcome: Diversity of service offered by SACAP to Registered Persons**

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

**Outcome: Diversity of service offered by SACAP to Registered Persons**

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

**Outcome: Organisational excellence**

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

## 7.2 Impact Statement 2: A transformed Architectural Profession

### Outcome: Enhanced value proposition of the architectural profession

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

### Outcome: Enhanced value proposition of the architectural profession

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

**Outcome: Greater diversity and inclusion in the profession**

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

**Outcome: Greater diversity and inclusion in the profession**

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

**Outcome: Greater diversity and inclusion in the profession**

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

#### Outcome: Continuity of education and professional development

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

**Outcome: Continuity of education and professional development**

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

**Outcome: Continuity of education and professional development**

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

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

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

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

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

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

**Outcome: Collaborative and effective approach to regulation**

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

**Outcome: Collaborative and effective approach to regulation**

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



## 8. PART E: ANNUAL PERFORMANCE PLAN (APP)

### 8.1.1 Outcomes, Outputs, Performance Indicators and Targets

Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2020/2021	2021/22	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
Impact 1	Programme 1: Professionals with relevant and required skills to create an impact in the architectural profession.	Registered candidates on SACAP/CETA mentorship program.	-	-	15 on SACAP/CETA mentorship program.	15 on SACAP/CETA mentorship program				
		Increased registered candidates completing mentorship and passing PPE exams to become professionals.			3 interventions to convert candidates to professionals	6 interventions to convert candidates to professionals	6 interventions to convert candidates to professionals	4 interventions to convert candidates to professionals	4 interventions to convert candidates to professionals	4 interventions to convert candidates to professionals
		Improved turnaround time on registrations			Approve or decline registration applications within 5 working days of the receipt of the applications.	Approve or decline registration applications within 7 working days of the receipt of the applications	Approve or decline registration applications within 7 working days of the receipt of the applications	Approve or decline registration applications within 7 working days of the receipt of the applications	Approve or decline registration applications within 7 working days of the receipt of the applications	Approve or decline registration applications within 7 working days of the receipt of the applications
		Improved compliance with CPD requirements for registration renewals purposes			1 intervention to improve compliance with CPD	6 interventions to improve compliance with CPD	6 interventions to improve compliance with CPD	4 interventions to improve compliance with CPD	4 interventions to improve compliance with CPD	4 interventions to improve compliance with CPD
		Accreditations visit undertaken	-	-	6 accreditations visits undertaken	2 accreditations visits undertaken	3 accreditations visits undertaken	3 accreditations visits undertaken	5 accreditations visits undertaken	6 accreditations visits undertaken



Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2020/2021	2021/22	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
		Published guideline professional fees	-	-	Publish guideline professional fees	Publish guideline professional fees	Publish guideline professional fees	Publish guideline professional fees	Publish guideline professional fees	Publish guideline professional fees
		Reviewed and published of IDoW	-	-	Determined and gazetted IDoW for the profession	Review and publish of IDoW	-	-	-	-
	<b>Programme 2: Increased public education and awareness of the profession</b>	Broader public engagement initiatives conducted.	-	-	155 public engagement initiatives conducted	160 x public engagement initiatives conducted and establish engagements with relevant stakeholders to facilitate outreach program	160 public engagement initiatives conducted			
		Engagements with tribal leaders to influence the mandatory involvement of registered professionals in building design.	-	-	-	Development of a tribal leaders' Engagement Strategy 12 engagements with tribal leaders	12 engagements with tribal leaders	12 engagements with tribal leaders	12 engagements with tribal leaders	12 engagements with tribal leaders
		Recognised in the Science, Technology Engineering, and Mathematics (STEM)-related fields	-	-	-	Develop a Concept document and MoU and 8 (STEM)-related campaigns	8 (STEM)-related campaigns	8 (STEM)-related campaigns	8 (STEM)-related campaigns	8 (STEM)-related campaigns



Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2020/2021	2021/22	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
	<b>Programme 3: Improved alignment and compliance with building regulations and standards</b>	Improved compliance with the building regulations and standards	-	-	3 interventions to improve the building plans approval rate	4 interventions to improve the building plans approval rate	4 interventions to improve the building plans approval rate	4 interventions to improve the building plans approval rate	4 interventions to improve the building plans approval rate	4 interventions to improve the building plans approval rate
	<b>Programme 4: Positive stakeholder sentiments</b>	Assessment of stakeholder satisfaction	-	-	1 assessments of stakeholder satisfaction	2 assessments of stakeholder satisfaction				
	<b>Programme 5: Technical innovation and development in the profession</b>	Improved accessibility by professionals to architectural design software	-	-	2 Engagements with Software developers	4 engagements with Software developers and 1 with SEDA.	4 Engagements with Software developers			
	<b>Programme 6: Diversity of service offered by SACAP to Registered Persons</b>	RPs accessing building standards	-	-	4 awareness campaigns on accessing building standards					
		Establishment of a Knowledge Hub	-	-	N/A	Establishment of a Knowledge Hub	Promotion and awareness campaigns			
	<b>Programme 7: SACAP institutional excellence</b>	Organisational excellence	-	-	Achieve 90% of the targets under support services	Achieve 90% of the targets under support services	Achieve 90% of the targets under support services	Achieve 90% of the targets under support services	Achieve 90% of the targets under support services	Achieve 90% of the targets under support services



Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2020/2021	2021/22	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
Impact 2	Programme 1: Enhanced value proposition of the architectural profession	Participations in industry panels and conferences	-	-	2 participations in industry panels and conferences	2 participations in industry panels and conferences	2 participations in industry panels and conferences	2 participations in industry panels and conferences	2 participations in industry panels and conferences	2 participations in industry panels and conferences
		Multimedia coverage highlighting the contributions of the architectural profession to society and economy.	-	-	2 of multimedia coverage	2 of media coverage	2 of media coverage	2 of media coverage	2 of media coverage	2 of media coverage
		Increased representation of designated groups in the register	-	-	N/A	4 workshops on how to prepare RPL and special consent application	4 workshops on how to prepare RPL and special consent application	4 workshops on how to prepare RPL and special consent application	4 workshops on how to prepare RPL and special consent application	4 workshops on how to prepare RPL and special consent application
	Programme 2: Greater diversity and inclusion in the profession	Research initiatives and engagements on the number of RPs from designated groups involved in state infrastructure projects	-	-	N/A	1 research on RPs from designated groups involved in state infrastructure projects.	1 research on RPs from designated groups involved in state infrastructure projects.	1 research on RPs from designated groups involved in state infrastructure projects.	1 research on RPs from designated groups involved in state infrastructure projects.	1 research on RPs from designated groups involved in state infrastructure projects.
		Advisory engagements with the relevant ministries	-	-	4	5 advisory engagements with the relevant ministries and Director Generals	5 advisory engagements with the relevant ministries and Director Generals	5 advisory engagements with the relevant ministries	5 advisory engagements with the relevant ministries	5 advisory engagements with the relevant ministries



Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2020/2021	2021/22	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
	<b>Programme 3: Continuity of education and professional development</b>	Education and training programmes to address developmental shortcomings	-	-	N/A	3 education and training programmes to address developmental shortcomings	3 education and training programmes to address developmental shortcomings	4 education and training programmes to address developmental shortcomings	4 education and training programmes to address developmental shortcomings	4 education and training programmes to address developmental shortcomings
		Assessments for Recognition of Prior Learning	-	-	Approve or decline RPL/SC applications within 60 days	Approve or decline RPL/SC applications within 90 days	Approve or decline RPL/SC applications within 90 days	Approve or decline RPL/SC applications within 90 days	Approve or decline RPL/SC applications within 90 days	Approve or decline RPL/SC applications within 90 days
<b>Impact 3</b>	<b>Programme 1: Effective and proactive enforcement of the Act and the code of conduct</b>	Guilty verdict on matters referred to the Disciplinary Tribunal	-	-	80% of guilty verdict on matters referred to the Disciplinary Tribunal	80% of guilty verdict on matters referred to the Disciplinary Tribunal	80% of guilty verdict on matters referred to the Disciplinary Tribunal	80% of guilty verdict on matters referred to the Disciplinary Tribunal	80% of guilty verdict on matters referred to the Disciplinary Tribunal	80% of guilty verdict on matters referred to the Disciplinary Tribunal
		Investigation of complaints of improper conduct against registered persons	-	-	Investigate 80% of complaints of improper conduct against registered persons	Investigate 80% of complaints of improper conduct against registered persons	Investigate 80% of complaints of improper conduct against registered persons	Investigate 80% of complaints of improper conduct against registered persons	Investigate 80% of complaints of improper conduct against registered persons	Investigate 80% of complaints of improper conduct against registered persons
		Reporting of unregistered persons within Gauteng who contravened the Act to SAPS.	n/a	n/a	n/a	80% of criminal cases received from Gauteng	80% of criminal cases received from Gauteng Province must be	80% of criminal cases received from	80% of criminal cases received from Gauteng	80% of criminal cases received from Gauteng



Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2020/2021	2021/22	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
						Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.	registered with the SAPS within 30 working days from the date of the complaint receipt.	Gauteng Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.	Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.	Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.
		Reporting of unregistered persons outside of Gauteng who contravened the Act to SAPS.				80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt.	80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt.	80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt.	80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt.	80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt.
	<b>Programme 2: Collaborative and effective</b>	Engagements with law enforcement agencies	-	-	8 engagements with law enforcement agencies	8 engagements with law enforcement agencies	8 engagements with law enforcement agencies	8 engagements with law enforcement agencies	8 engagements with law enforcement agencies	8 engagements with law enforcement agencies



Impact	Outcome	Outputs	ANNUAL TARGETS							
			Audited/ Actual Performance			Estimated Performance	MTEF Period			
			2020/2021	2021/22	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28
	<b>approach to regulation</b>	Engagements with other regulatory bodies to share best practices	-	-	4 engagements and consultations with other regulatory bodies to share best practices	4 engagements and consultations with other regulatory bodies to share best practices	4 engagements and consultations with other regulatory bodies to share best practices	4 engagements and consultations with other regulatory bodies to share best practices	4 engagements and consultations with other regulatory bodies to share best practices	4 engagements and consultations with other regulatory bodies to share best practices

**8.1.2 Indicators, Annual and Quarterly Targets**

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Impact 1	<b>Programme 1: Professionals with relevant and required skills to create an impact in the architectural profession</b>	Registered candidates on SACAP/CETA mentorship program.	SACAP/CETA mentorship program in place	<b>15 on SACAP/CETA mentorship program</b>	Assigning of 15 mentees to the respective practices / mentors			
					Assess the mentees progress	Assess the mentees progress	Assess the mentees progress	Assess the mentees progress
							Application for the new SACAP/CETA mentorship program	
		Increased registered candidates completing mentorship and passing		<b>6 x intervention to convert candidates to professionals</b>	1 x PPE webinar to address gaps identified	Call for applications for persons to apply for candidacy exemption.	1 x PPE webinar to address gaps identified	Call for applications for persons to apply



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4	
		PPE exams to become professionals.	Complete skills development pipeline					for candidacy exemption.	
						1 x Webinar on MTRs		1 x Webinar on MTRs	
		Improved turnaround time on registrations	Effective and efficient handling registration applications	<b>Approve or decline registration applications within 7 working days of the receipt of the applications</b>	Approve or decline registration applications within 7 working days of the receipt of the applications	Approve or decline registration applications within 7 working days of the receipt of the applications	Approve or decline registration applications within 7 working days of the receipt of the applications	Approve or decline registration applications within 7 working days of the receipt of the applications	Approve or decline registration applications within 7 working days of the receipt of the applications
		Improved compliance with CPD requirements for registration renewals purposes	Compliance with CPD requirements	<b>5 x interventions to improve compliance with CPD</b>			1 x CPD webinar		
					Code of conduct webinar		IDoW webinar	Registration & RPL webinar	
					CPD communication plan				
		Accreditations visit undertaken	Accreditations visit undertaken	<b>2 x accreditations visits undertaken</b>	Undertake 1 accreditation		Undertake 1 accreditation		
		Published guideline professional fees	Published guideline professional fees	Publish guideline professional fees	Professional fees webinar	Publish guideline professional fees			Review the professional fees calculator
					1 x Fees survey				
		Reviewed and published of IDoW	Reviewed and published of IDoW	Review and publish of IDoW		Review and publish of IDoW			



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
	<b>Programme 2: Increased public education and awareness of the profession</b>	Broader public engagement initiatives conducted	Informed stakeholder	<b><u>160 x public engagement initiatives conducted and establish engagements with relevant stakeholders to facilitate outreach program</u></b>	Review of the communication plan	Conduct multimedia outreach analysis	Targeted messages to primary and secondary stakeholders	-
1x Engagement with architectural practices					1 x Engagement with Educational Institutions	1 x Engagement with state organs	1 x Engagement with community organisations in township and rural areas	
1x local authority road show.					1x local authority road show. 1 x engagement with local authorities to link SACAP website with them.	1x local authority road show.	1x local authority road show.	
-					1 x Radio interviews	2 x Radio interviews 2 x TV interview	1 x Radio interviews	
1 x YouTube videos					1 x YouTube videos	1 x YouTube videos	1 x YouTube videos	
1 x external newsletters					1 x external newsletters	1 x external newsletters	1 x external newsletters	
15 x Xposts					15 x Xposts	15 x Xposts	15 x Xposts	
15 x Facebook Messages					15 x Facebook Messages	15 x Facebook Messages	15 x Facebook Messages	



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4	
					3 x content on TikTok	3 x content on TikTok	3 x content on TikTok	3 x content on TikTok	
		Engagements with tribal leaders to influence the mandatory involvement of registered professionals in building design.	Informed stakeholder	<u>Development of a tribal leaders' Engagement Strategy</u> <u>12 engagements with tribal leaders</u>	Development of a tribal leaders' Engagement Strategy				
					3 x engagements with tribal leaders	3 x engagements with tribal leaders	3 x engagements with tribal leaders	3 x engagements with tribal leaders	
	Recognised in the Science, Technology Engineering, and Mathematics (STEM)-related fields	Architecture included in the STEM			<u>Develop a Concept document and MoU and 8 (STEM)-related campaigns</u>	Develop a Concept document	Development of career awareness video		
						Identify relevant stakeholders for career awareness initiatives.			
						2 x (STEM)-related campaigns	2 x (STEM)-related campaigns	2 x (STEM)-related campaigns	2 x (STEM)-related campaigns
	<b>Programme 3: Improved alignment and compliance with building regulations and standards</b>	Improved compliance with the building regulations and standards		Higher approval rate	<u>4 interventions to improve the building plans approval rate</u>	3 x Engagement with municipalities on reasons for referrals	3 x Engagement with municipalities on reasons for referrals	1 x Engagement with municipalities on reasons for referrals	1 x Engagement with municipalities on reasons for referrals
							Design the Artificial intelligence system to identify the building plans shortcomings		
						1 x SABS subscription			



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4	
	<b>Programme 4: Positive stakeholder sentiments</b>	Assessment of stakeholder satisfaction	Satisfied stakeholder	<b><u>2 x assessments of stakeholder satisfaction</u></b>				Conduct 1 x customer satisfaction survey	
					Call rating report x 1	Call rating report x 1	Call rating report x 1	Call rating report x 1	
	<b>Programme 5: Technical innovation and development in the profession</b>	Improved accessibility by professionals to architectural design software	Accessibility of architectural design software	<b><u>4 x engagements with Software developers and 1 with SEDA.</u></b>	1 x engagements with Software developers  1x engagement with SEDA.	1 x engagements with Software developers	1 x engagements with Software developers	1 x engagements with Software developers	
	<b>Programme 6: Diversity of service offered by SACAP to Registered Persons</b>	RP's accessing building standards	RP's more aware about availability of standards	<b><u>4 x awareness campaigns on accessing building standards</u></b>	1 x awareness campaigns on accessing building standards	1 x awareness campaigns on accessing building standards	1 x awareness campaigns on accessing building standards	1 x awareness campaigns on accessing building standards	
		Establishment of a Knowledge Hub	Established Knowledge Hub	<b><u>Establishment of a Knowledge Hub</u></b>	Establishment of a Knowledge Hub				
						1 x Email awareness campaign about Knowledge Hub			
							1 x article in the external newsletter		
	<b>Programme 7: Organisational excellence</b>	<b><u>Efficient and effective organisation</u></b>			<b><u>Achieve 90% of the targets under support services</u></b>	100% of invoices to be paid within 30 days of receipt of the invoice by finance department	100% of invoices to be paid within 30 days of receipt of the invoice by finance department	100% of invoices to be paid within 30 days of receipt of the invoice by finance department	100% of invoices to be paid within 30 days of receipt of the invoice by finance department
						Issuing invoice for all active RPs	Send reminders	Telephonically contact 90% of RPs whose annual fees are	Contact suspended RPs to remind them about the re-registration policy



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4	
			<u>Organisation that performs efficiently and effectively</u>				outstanding prior to suspension		
						50% of procurement awarded to service providers with level 1 & 2 BEE rating	50% of procurement awarded to service providers with level 1 & 2 BEE rating	50% of procurement awarded to service providers with level 1 & 2 BEE rating	50% of procurement awarded to service providers with level 1 & 2 BEE rating
						-	Unqualified audit outcome	-	-
						Production of 1 Quarterly finance reports detailing actuals versus budget	Production of 1 Quarterly finance reports detailing actuals versus budget	Production of 1 Quarterly finance reports detailing actuals versus budget	Production of 1 Quarterly finance reports detailing actuals versus budget
						Generate a report on monitoring and review of system logs.	Generate a report on monitoring and review of system logs.	Generate a report on monitoring and review of system logs.	Generate a report on monitoring and review of system logs.
						Content Updating	Content Updating	Content Updating	Content Updating
						Resolved 90% of ICT queries received within the quarter within 24 hours.	Resolved 90% of ICT queries received within the quarter within 24 hours.	Resolved 90% of ICT queries received within the quarter within 24 hours.	Resolved 90% of ICT queries received within the quarter within 24 hours.
						Ensure 99% of high availability cluster during the quarter.	Ensure 99% of high availability cluster during the quarter	Ensure 99% of high availability cluster during the quarter	Ensure 99% of high availability cluster during the quarter
						Signing of performance agreements effective April 2024.	Conduct performance reviews.	-	Conduct performance reviews.
						Training of 5 employees.	Training of 10 employees.	Training of 10 employees.	Training of 10 employees.



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
								1 x organogram and operating model review
					Identify critical roles and competency analysis of the roles	Identify potential successors and gap analysis of potential successors	Put the successors on the training programs	Number of employees to be ready for succession planning
					3 x Employee recognition award	3 x Employee recognition award 3 x team building activities	3 x Employee recognition award 1 x team building activities	3 x Employee recognition award
								Prepare and obtain approval of the SACAP activity calendar.
					For 80% of Council and Committee meetings, meeting packs are to be circulated 7 days before the meeting date.	For 80% of Council and Committee meetings, meeting packs are to be circulated 7 days before the meeting date.	For 80% of Council and Committee meetings, meeting packs are to be circulated 7 days before the meeting date.	For 80% of Council and Committee meetings, meeting packs are to be circulated 7 days before the meeting date.
					All Committees & Council minutes are produced within 14 working days after the meeting.	All Committees & Council minutes are produced within 14 working days after the meeting.	All Committees & Council minutes are produced within 14 working days after the meeting.	All Committees & Council minutes are produced within 14 working days after the meeting.
					Action list and resolutions submitted	Action list and resolutions	Action list and resolutions submitted	Action list and resolutions



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
					to the line managers within 14 working days after the meeting.	submitted to the line managers within 14 working days after the meeting.	to the line managers within 14 working days after the meeting.	submitted to the line managers within 14 working days after the meeting.
					All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention	All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention	All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention	All queries acknowledged within 1 working day. All queries to be resolved within 3 working days. If such a reply cannot be issued within three working days timeframe, then an interim reply will be issued, informing a stakeholder that the matter is continuing to receive attention
					Compliance with all policies, procedures and governance principles	Compliance with all policies, procedures and governance principles	Compliance with all policies, procedures and governance principles	Compliance with all policies, procedures and governance principles
Impact 2	Programme 1: Enhanced value proposition of the architectural profession	Participations in industry panels and conferences	Informed stakeholder	<b>2 x participations in industry panels and conferences</b>		1 x participations in industry panels and conferences		1 x participations in industry panels and conferences
		Media coverage highlighting the contributions of the architectural profession to society and economy	Informed stakeholder	<b>2 x media coverage</b>		1 x media coverage	1 x media coverage	



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4	
		Increased representation of designated groups in the register	Diversified register	<u>4 x workshops on how to prepare RPL and special consent application</u>	1 x workshops on how to prepare RPL and special consent application	1 x workshops on how to prepare RPL and special consent application	1 x workshops on how to prepare RPL and special consent application	1 x workshops on how to prepare RPL and special consent application	
	<b>Programme 2: Greater diversity and inclusion in the profession</b>	Research initiatives and engagements on the number of RPs from designated groups involved in state infrastructure projects	Practices involved in state infrastructure projects	<u>1 x research on RPs from designated groups involved in state infrastructure projects</u>			1 x research on RPs from designated groups involved in state infrastructure projects and developmental initiatives		
		Advisory engagements with the relevant ministries	Architectural advisory engagement	<u>5 x advisory engagements with the relevant ministries and Director Generals</u>	1 x engagements to DPWI	1 x advisory engagement	1 x engagements to DPWI	1 x engagements to DPWI	1 x engagements to DPWI
	<b>Programme 3: Continuity of education and professional development</b>	Education and training programmes to address developmental shortcomings	Upgrades through RPL	<u>3 x education and training programmes to address developmental shortcomings</u>		1 x education and training programmes to address developmental shortcomings	1 x education and training programmes to address developmental shortcomings	1 x education and training programmes to address developmental shortcomings	1 x education and training programmes to address developmental shortcomings
		Assessments for Recognition of Prior Learning	Assessed RPL portfolio	<u>Approve or decline RPL/SC applications within 90 working days</u>	Approve or decline RPL/SC applications within 90 days	Approve or decline RPL/SC applications within 90 days	Approve or decline RPL/SC applications within 90 days	Approve or decline RPL/SC applications within 90 days	Approve or decline RPL/SC applications within 90 days
	<b>Impact 3</b>	<b>Programme 1: Effective and proactive enforcement of</b>	Guilty verdict on matters referred to the Disciplinary Tribunal	Guilty verdicts	<u>80% of guilty verdict on matters referred to the Disciplinary Tribunal</u>	80% of guilty verdict on matters referred to the Disciplinary Tribunal	80% of guilty verdict on matters referred to the Disciplinary Tribunal	80% of guilty verdict on matters referred to the Disciplinary Tribunal	80% of guilty verdict on matters referred to the Disciplinary Tribunal

Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
	<b>the Act and the code of conduct</b>	Investigation of complaints of improper conduct against registered persons	Completed investigation	<b><u>Investigate 80% of complaints of improper conduct against registered persons</u></b>				Investigate 80% of complaints of improper conduct against registered persons
		Reporting of unregistered persons within Gauteng who contravened the Act to SAPS.	Reported unregistered persons	<b><u>80% of criminal cases received from Gauteng Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.</u></b>	80% of criminal cases received from Gauteng Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.	80% of criminal cases received from Gauteng Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.	80% of criminal cases received from Gauteng Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.	80% of criminal cases received from Gauteng Province must be registered with the SAPS within 30 working days from the date of the complaint receipt.
		Reporting of unregistered persons outside of Gauteng who contravened the Act to SAPS.	Reported unregistered persons	<b><u>80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt</u></b>	80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt	80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt	80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt	80% of criminal cases received from outside the Gauteng Province must be registered with the SAPS within 60 working days from the date of the complaint receipt
	<b>Programme 2: Collaborative and effective approach to regulation</b>	Engagements with law enforcement agencies	Collaborative efforts	<b><u>8 engagements with law enforcement agencies</u></b>	2 engagements with law enforcement agencies			
		Engagements with other regulatory bodies to share best practices	Collaborative efforts	<b><u>4 x engagements and consultations with other regulatory bodies to share best practices</u></b>	1 x engagements and consultations with other regulatory	1 x engagements and consultations with other regulatory	1 x engagements and consultations with other regulatory	1 x engagements and consultations with other regulatory



Impact	Outcome	Output	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
					bodies to share best practices	bodies to share best practices	bodies to share best practices	to share best practices

-----End of Strategic Plan-----