



South African Council
for the Architectural Profession

SOUTH AFRICAN COUNCIL FOR THE ARCHITECTURAL PROFESSION (SACAP)

PERFORMANCE INFORMATION MANAGEMENT POLICY

**SOUTH AFRICAN COUNCIL FOR THE ARCHITECTURAL PROFESSION
PERFORMANCE INFORMATION MANAGEMENT POLICY**

Name of Policy	Performance Information Management Policy
Date of Approval by Council	
Signature of the President of Council	

TABLE OF CONTENTS

	PAGE
1. PURPOSE.....	4
2. IMPORTANCE OF PERFORMANCE INFORMATION MANAGEMENT.....	4
3. OBJECTIVES.....	4
4. STRATEGIC PLAN.....	5
5. OUTCOME BASED APPROACH TO PERFORMANCE MANAGEMENT.....	5
6. ROLES AND RESPONSIBILITIES.....	6
7. PROCEDURES FOR REPORTING	8
8. ANNUAL REPORT.....	9

1. PURPOSE

- 1.1 The South African Council for the Architectural Profession (SACAP) is committed to reporting accurate, valid and complete performance information to various stakeholders.
- 1.2 Accurate, timely and relevant information is an essential component of effective and professional management.
- 1.3 The availability of high quality, authoritative information to decision makers supports the delivery of SACAP's mandate, and enables management to be responsive and accountable to stakeholders.

2. IMPORTANCE OF PERFORMANCE INFORMATION MANAGEMENT

- 2.1 Performance information indicates how well an organisation is meeting its goals and objectives, and which policies and processes are functioning and effective.
- 2.2 Making the best use of available information and knowledge is crucial for improving the execution of SACAP's mandate.
- 2.3 Performance information is the key to effective management, including the elements of planning, budgeting, implementation, monitoring and reporting. It also facilitates effective accountability, enables SACAP Council, members of the profession and the public and other stakeholders to track progress, identify scope for improvement and better understand issues involved that are unique to SACAP.
- 2.4 SACAP must deliver services essential to its members and the public and to the development of the country. SACAP must formulate strategic plans, allocate resources to the implementation of these plans, and monitor and report on the results.
- 2.5 This is the essence of performance information, which focuses the attention of members, the public and oversight bodies on whether the organisation is delivering value for money, by comparing performance against budgets and strategic plan, and which alerts management to areas where corrective action is required.

3. OBJECTIVES

- 3.1 To plan, co-ordinate, monitor, evaluate and report on the implementation of SACAP's strategic objectives;
- 3.2 To clarify standard for performance information in support of regular audits of such information where appropriate;
- 3.3 To improve integrated structures, systems and processes required to manage performance information;
- 3.4 To match organizational goals with SACAP's mandate, policies, strategies and plans;
- 3.5 To facilitate evidence-based decision making and promote accountability and transparency by providing senior management and stakeholders with timely, accessible and accurate performance information;
- 3.6 To act as an early warning indicator to senior management by identifying challenges, implementing

necessary intervention strategies in a timely manner, bench-marking performance and reducing operational risks.

4. STRATEGIC PLAN

4.1 In terms of best business practice, SACAP must prepare a five- year Strategic Plan, which is revised annually and an Annual Performance Plan and quarterly reporting for approval by the Council.

4.2 Such a plan must be submitted at least 6 months prior to the start of the financial year.

4.3 The Strategic Plan must:

4.3.1 Be prepared in the format prescribed by DPME in terms of its Framework for Strategic and Annual Performance Plan;

4.3.2 Include objectives and outcomes as identified by the Council and management.

4.3.3 Include multi-year projections of revenue and expenditure;

4.3.4 Include key performance indicators and performance targets for assessing SACAP's performance in delivering the desired outcomes and objectives;

4.3.5 Include the materiality and significance framework developed by the Council.

4.3.6 Be updated annually on a rolling basis; a

4.3.7 Form the basis for the annual report; and

4.3.8 Submit quarterly reports to CBE.

5. OUTCOME BASED APPROACH TO PERFORMANCE MANAGEMENT

5.1 The focus on managing the outcomes requires attention to the full delivery chain, it begins with the planning process of the Strategic Plan and the Annual Performance Plan which are converted into outcomes to indicate the objectives SACAP wants to achieve, which express SACAP's mandate. Output measures are then defined, which must be used to check if SACAP is on track to deliver, and which output measures indicate achievement of the outcome.

5.2 The chain then describes key activities that must be successfully carried out to achieve the outputs, and closes by listing critical inputs such as resources, budget and time.

5.3 The outcome-based performance system is not limited to measuring outcomes and outputs, but also serves as a mechanism to guide the strategic planning and direction of SACAP to ensure that it prioritizes when defining strategic objectives and do what matters the most, and has the most impact.

5.4 This system serves as an effective tool to measure results and to evaluate individuals and collective units.

THE POWER OF MEASURING RESULTS
If you do not measure results, you cannot tell success from failure
If you cannot see success, you cannot reward it

**SOUTH AFRICAN COUNCIL FOR THE ARCHITECTURAL PROFESSION
PERFORMANCE INFORMATION MANAGEMENT POLICY**

If you cannot reward success, you are probably rewarding failure
If you cannot see success, you cannot learn from it
If you cannot recognise failure, you cannot correct it
If you can demonstrate results, you can win public support

- 5.5 Key performance indicators must be selected and specified to measure performance in relation to inputs, activities, outputs, outcomes and impact.
- 5.6 The set of indicators selected for accountability reporting, should provide a holistic view of SACAP's performance.
- 5.7 There is no need to measure every aspect of outcome and outputs. Fewer measures may deliver a stronger message.
- 5.8 Business units must select indicators that measure critical aspects of the service or outcome being delivered. When selecting indicators, it is important to bear in mind the following:
- 5.8.1 **Clear communication:** the indicators should communicate whether SACAP is achieving the strategic goals and objective set. The indicators should also be understandable to all who need to use them
 - 5.8.2 **Available data:** the data for chosen indicators need to be readily available;
 - 5.8.3 **Manageability:** the number of indicators needs to be manageable.
- 5.9 A good performance indicator should be:
- 5.9.1 **Reliable:** the indicator should be accurate enough for its intended use and respond to changes in the level of performance;
 - 5.9.2 **Well-defined:** the indicator needs to have a clear, unambiguous definition so that data will be collected consistently, and be easy to understand and use;
 - 5.9.3 **Verifiable:** it must be possible to validate the processes and systems that produce the indicator;
 - 5.9.4 **Cost-effective:** the usefulness of the indicator must justify the cost of collecting the data;
 - 5.9.5 **Appropriate:** the indicator must avoid unintended consequences and encourage service delivery improvements, and not give managers incentives to carry out activities simply to meet a particular target;
 - 5.9.6 **Relevant:** the indicator must relate logically and directly to an aspect of SACAP's mandate, and the realization of its strategic goals and objectives.
- 5.10 Performance targets must express a specific level of performance that SACAP will strive to achieve within a given period of time. They should enable performance to be compared at regular intervals – monthly, quarterly and annual,
- 5.11 Performance targets should be realistic and achievable targets that challenge the institution and its staff. They should be set with reference to previous and existing levels of achievement (baselines).

6. ROLES AND RESPONSIBILITIES

6.1 Council

- 6.1.1 Performance Reporting can be viewed as an enabling mechanism that allows the Council to track progress in relation to the outputs that have been planned, and what has been actually achieved by SACAP for a specified period.
- 6.1.2 The Council is accountable for the annual strategic planning process, approval of the Strategic Plan and Annual Performance Plan.
- 6.1.3 The Council is also responsible for the approval of the quarterly and annual performance information report.
- 6.1.4 The Council is responsible to report to the CBE in line with section 16 of the Architectural Profession Act.

6.2 Registrar

- 6.2.1 SACAP shall submit reports to the CBE in line with section 16 of the Act of the Architectural Profession Act.
- 6.2.2 Quarterly reports shall be submitted to the Council in arrears in order to facilitate effective performance monitoring, evaluation and corrective action.
- 6.2.3 The Registrar is ultimately accountable for establishing and maintaining systems to manage performance information including the following:
 - 6.2.3.1 Integration of performance information structure and systems within existing management processes in SACAP;
 - 6.2.3.2 Definitions and technical standards of all information collected by SACAP;
 - 6.2.3.3 Building of the appropriate internal capacity to manage performance information;
 - 6.2.3.4 Appropriate systems to collect, collate, verify and store performance information where such systems are lacking, it is the responsibility of the Registrar to support the responsible senior manager to put these into place.
 - 6.2.3.5 Processes to set performance standards and targets for strategic objectives emanating from the strategic planning workshop of the Council;
 - 6.2.3.6 Processes to review performance and take management action to ensure that delivery of outputs are on track;
 - 6.2.3.7 Processes to evaluate performance at the end of a delivery period.

6.3 Overall Monitoring of Strategic Outputs and Outcomes

- 6.3.1 The overall custodian of the management of performance information and monitoring of strategic outputs in SACAP is the Registrar and this responsibility can be delegated in writing to any official dealing with performance management at SACAP.

- 6.3.2 Due care needs to be taken by SACAP that this responsibility is aligned to the planning, budgeting and financial management function which falls under the Senior Manager Finance.
- 6.3.3 This responsibility focuses on the overall design and management of performance indicators, data collection, collation and verification processes within SACAP which is the responsibility of the Registrar.

6.4 Managers

- 6.4.1 SACAP's Managers are responsible for co-ordinating performance reports from within their units.
- 6.4.2 The Managers will serve as a point of entry for the performance management unit during the gathering of monthly and/ or quarterly performance information.
- 6.4.3 In essence, each and every Manager is accountable for management of performance information within his/her Unit. It is the responsibility of the Manager to ensure that their Unit adhere to the submission deadlines communicated by the responsible Manager.
- 6.4.4 The Manager will be responsible for information verification, by ensuring that the information submitted reflects the true events that occurred during the reporting period within his area of responsibility, and is accurate, complete and consistent.
- 6.4.5 All performance reports submitted must be signed off by the relevant Manager before being forwarded to the responsible Manager.

7. PROCEDURES FOR REPORTING

7.1 At the end of each quarter:

- 7.1.1 All Managers will compile a report according to the format as described in the Annual Performance Plan, as communicated by the relevant Manager.
- 7.1.2 All Managers will complete a self-assessment narrative on the performance for the period and reasons for variance (b), and submit (a) and (b) to the responsible Manager within 5 working days following the end of a quarter;
- 7.1.3 All Managers must ensure that documentary proof/ portfolio of evidence is kept and provided to the relevant Manager in order to support the Unit's performance information as well as for audit purposes;
- 7.1.4 The Manager responsible for performance information will collate the performance information from all business units, and will conduct a verification process to ensure the accuracy and technical adequacy of information submitted;
- 7.1.5 The Manager responsible for performance information will provide documentary proof /portfolio of evidence to auditors to comply with performance audit requirements;

**SOUTH AFRICAN COUNCIL FOR THE ARCHITECTURAL PROFESSION
PERFORMANCE INFORMATION MANAGEMENT POLICY**

- 7.1.6 The Manager responsible for performance information, after completing performance analysis, will provide all Managers with comments, observations and recommendations for amendment to current reports, or improvement to future reports;
- 7.1.7 The Manager responsible for performance information will on a quarterly basis compile a Performance Information Report for submission to the Registrar within 5 working days following the end of the quarter while;
- 7.1.8 On a quarterly basis, a SACAP Quarterly Performance Information Report will be submitted to the Registrar, Management Committee, Audit and Risk Committee and the Council.

8. ANNUAL REPORT

- 8.1 In terms of Section 16 of the Architectural Professions Act 44 of 2000, "The Council must within six months from the close of each financial year submit a report for activities during that financial year".
- 8.2 The requirements for monitoring and evaluating SACAP's performance in a given year are completed with the publication of the Annual Report.
- 8.3 The annual report deadline and accountabilities are managed through a separate annual report process. The quarterly performance information reports prepared during the year will form the basis of the Annual Performance Information Report, published as part of the Annual Report.

9 REVIEW OF THE POLICY

This policy shall be reviewed every two years, unless there are material changes to legislation which may warrant urgent review of the policy.

