



SOUTH AFRICAN COUNCIL FOR THE LANDSCAPE ARCHITECTURAL PROFESSION

STRATEGIC PLAN

**For the Years
2015 – 2020
REV 1**

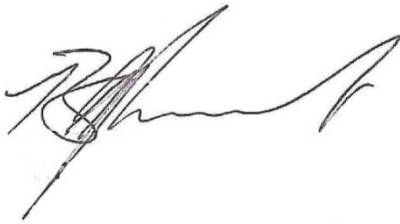
Official Sign-Off

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Bernadette Vollmer
Registrar

A handwritten signature in black ink, appearing to be 'NE Dunstan', with a long horizontal stroke extending to the right.

Neal Dunstan
Finance Committee Chairperson

A handwritten signature in black ink, appearing to be 'B Smit', with a long horizontal stroke extending to the right.

Barend Smit
President: SACLAP

Priscilla Mdlalose
Acting CEO of the CBE

Thulas Nxesi
Minister of Public Works

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Acronyms and Abbreviations Used in the Plan:

Act	The Landscape Architectural Professions Act, Act 45 of 2000
APP	Annual Performance Plan
BE	Built Environment
BEP/s	Built Environment Profession/als
BEPC/s	Built Environment Professional Council/s
CBE	Council for the Built Environment
CHE	Council for Higher Education
Council	The appointed members of the Council of the SACLAP
CPD	Continuous Professional Development
DPW	Department of Public Works
IDoW	Identification of Work
LA	Landscape Architectural Professions
LM	Landscape Management Professions
Minister	Minister of the Department of Public Works
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
PICC	Presidential Infrastructure Coordinating Committee
PFMA	Public Finance Management Act, 1999 (Act 1 of 1999)
RPL	Recognition of Prior Learning
SACLAP	South African Council for the Landscape Architectural Profession
SALI	South African Landscapers Institute
SAQA	South African Qualifications Authority
SIPs	Strategic Integrated Projects
VA	Voluntary Association

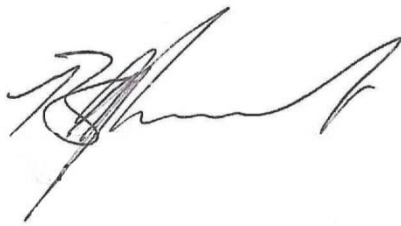
Message from the Chairperson of the SACLAP

As President of the Council, it is a pleasure to present the SACLAP strategic plan for 2015 – 2020. We as Council are confident that this plan will be instrumental in meeting our mandate and other regulatory requirements, as well as growing and transforming the Landscape Professions in South Africa.

We are confident that this plan will unlock appropriate funding for the Council to enable it to unlock the full potential of the Landscape Professions with regard to growth and supporting the National Imperatives.

I would like to thank all the stakeholders that participated in developing this plan and particularly the Registrar and Council Members that have spent many hours debating the contents thereof with me. I am inspired by this team's continued belief in the growth and development of the Landscape Professions and the Council.

I look forward to being part of the implementation of this strategic plan, and in doing so continuing to build strategic links with DPW, CBE, other BEPCs and numerous external stakeholders.

A handwritten signature in black ink, appearing to read 'Barend Smit', with a stylized, flowing script.

Barend Smit

Chairperson: SACLAP Council

Message from the Registrar

Having been the Registrar since 2010, I am very proud of the fact that SACLAP has finally reached the point of submitting a Strategic Plan that is set out in terms of the National Treasury format, for the first time ever. This has been a long time coming and has not been easy. If it were not for the small amount of funding that the DPW entrusted to SACLAP, this document would not have been produced.

The Strategic Plan is ambitious and sets out what is required to bring about much needed growth and development of the professions associated with the landscape towards 2020 and beyond.

The Strategic Plan is focused on taking the landscape professions forward, as these professions are key in terms of all the “green” aspects relating to the Built Environment. Without these professions, the beautiful open spaces in our cities, that take the form of sidewalks, cemeteries, road reserves, parks, sports fields, open areas around public amenities such as schools and hospitals, to list but a few, would not be created and or maintained. The role that the landscape professions play in terms of planning, rehabilitating and maintaining our natural environment is often overlooked. The impact, that the landscape professions could have in terms of improving the neighbourhoods of South Africa for “a better life for all” is sorely underestimated.

I trust that the CBE and the DPW will provide the Council with the necessary funds that are required to take implement this Strategic Plan and take the Council forward in leaps and bounds and am excited to be a part of that process.

A handwritten signature in black ink, appearing to read 'BVollmer', with a long horizontal line extending to the right.

Bernadette Vollmer
Registrar of SACLAP

PART A: STRATEGIC OVERVIEW

1. The Vision, Mission and Values

1.1. Purpose

The purpose of SACLAP as quoted directly from the Landscape Architectural Profession Act, Act No. 45 of 2000:

“To provide for the establishment of a juristic person to be known as the South African Council for the Landscape Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the landscape architectural profession; to provide for the regulation of the relationship between the South African Council for the Landscape Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.”

1.2. Vision

To establish, sustain, advance and govern the Landscape Professions in the interest of the public and to the benefit of the environment.

1.3. Mission

SACLAP achieves the vision by:

- i. Delivering on its mandates in the service of the public,
- ii. Ensuring a stable Council,
- iii. Transforming and growing the landscape professions through the recognition of competencies and
- iv. Establishing a sphere of influence within the Built Environment Professions (BEP's).

1.4. Values

SACLAP's mission is underpinned by:

- i. **Integrity:** upholding the highest standards of ethical and professional conduct.
- ii. **Transparency:** consultation, accessible information and increasing openness.
- iii. **Equality:** transform the landscape professions.

2. Revisions to Legislation and other Mandates

2.1. Legislative Revisions

No legislative revisions have been made to date in terms of any of the Built Environment Professions (BEP) since the promulgation of the various Acts in 2000; however the Department of Public Works (DPW) gazetted the Built Environment Professional (BEP) Policy Review, proposing amendments of the statutory regulatory framework of the BEPs, for public comment in May 2013.

2.2. Policy Mandates

The SACLAP has numerous policy documents that assist in the implementation of the mandates as set out in the Act which include:

- i. Higher Education Policy, Education Standards and Accreditation Procedures,
- ii. Registration Policy and associated addendums,
- iii. Continued Professional Development (CPD) Policy,
- iv. Identification of Work (IDoW)
- v. Voluntary Association (VA) Policy, and
- vi. Establishment of New Registration Categories – Rules on Establishment Process.

These policies are implemented through rules and operating procedures.

2.3. Relevant Court Rulings

No court rulings are applicable.

2.4. Legislative Mandates

The scope of the Council for the Built Environment (CBE) and Built Environment Professional Councils (BEPC's) in the built environment value chain is to regulate those BEPs that conceptualise, design, build, maintain and transfer social and economic infrastructure. Within this legislative environment, the SACLAP executes its mandate derived from the Landscape Architectural Professions Act, Act 45 of 2000 (hereafter referred to as the Act), whilst also being mindful of the following legislations, regulations and policies:

Table 1: Legislative Mandates

Short Title of The Act	Purpose of the Act
Constitution of the Republic of South Africa, 1996	The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution.
Consumer Protection Act, 2011	To promote a fair, accessible and sustainable marketplace for the consumer.
Council for the Built Environment Act, 2000	To provide for the establishment of the Council For the Built Environment and matters incidental thereto.
Landscape Architectural Professions Act, 2000	To provide for the establishment of the Council for the Landscape Architectural Profession and matters incidental thereto.
Architectural Profession Act, 2000	To provide for the establishment of the Council for the Architectural Profession and matters incidental thereto.
Engineering Profession of South Africa, 2000	To provide for the establishment of the Council for the Engineering Profession and matters incidental thereto.
Project and Construction Management Profession Act, 2000	To provide for the establishment of the Council for the Project and Construction Management Profession and matters incidental thereto.
Quantity Surveying Profession Act, 2000	To provide for the establishment of the Council for the Quantity Surveying Profession and matters incidental thereto.
Property Valuers Profession Act, 2000	To provide for the establishment of the Council for the Property Valuation Profession and matters incidental thereto.
Public Finance Management Act, 1999	To regulate financial management and to ensure that all revenue, expenditure, assets and liabilities of Government departments or entities are managed efficiently and effectively.
Skills Development Act, 1998	To govern training, education and skills development in the workplace.
Employment Equity Act, 1998	Applies to all employers and workers and protects workers and job seekers from unfair discrimination, and provides a framework for implementing affirmative action.
Promotion of Administrative Justice Act, 2000	To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.
Promotion of Access to Information Act, 2000	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.
Minimum Information Security Standards	(1) Maximises the degree to which unclassified geographic information from various sources can be made

Short Title of The Act	Purpose of the Act
	electronically compatible and accessible; and (2) Promotes the development of interoperable geographic information systems technologies that shall: (a) allow widespread, low-cost use and sharing of geographic data by National, Provincial, local governments and state entities, and the public; and (b) enable the enhancement of services using geographic data.
Occupational Health and Safety Act, 1993	The Occupational Health and Safety Act aims to provide for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work and to establish an advisory Council for occupational health and safety.
National Treasury Regulations	These regulations are issued on a regular basis by National Treasury and are applicable to all public entities as listed on Schedules 2, 3B and 3D. These regulations are also applicable to public entities listed on Schedules 3A and 3C until 31 March 2001.
National Archives of South Africa Act, 1996	Provides for the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage.
Construction Charter	Provides a framework for the construction sector to address BBBEE, enhance capacity and increase productivity in the sector to meet world best practice.
Property Charter	Promotes the BBBEE Act as these relate to the property sector.

3. Situational Analysis

The SACLAP register currently comprises of around 260 registered persons. This renders SACLAP the smallest of all the Built Environment Professional Councils (BEPCs) with a very important role to fill as the only BEPC that regulates the aspects associated to the “green” and softer elements of the Built Environment.

Given this relative stance SACLAP has much to benefit from a situational analysis that could provide outcomes strengthening its strategic position within the Built Environment Professions milieu. Resultantly, the stakeholders undertook an initial Strengths, Opportunities, Weaknesses, Threats (SWOT) analysis, as part of the process for developing a Strategic Plan. This has, since the inception of the first draft of the SACLAP Strategic Plan (2014-2017) been reviewed from time to time.

The purpose of the SWOT analysis is to assess the internal strengths and weaknesses as well as the external opportunities and threats impacting on the Council. The objectives of this exercise are to:

- i. Build upon the internal strengths and to remove the weaknesses.
- ii. To exploit the opportunities and to respond to challenges of the external environment.

The intention of this analysis technique is to facilitate the formulation of strategy. Strategy should be devised around the strengths and the weaknesses identified on the one hand and strengths and opportunities on the other hand with more emphasis on the latter.

Table 2: SWOT analysis

	Strengths	Weaknesses
INTERNAL ENVIRONMENT	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small and flexible – this allows for a quicker change in terms of policy direction, etc. • Small dedicated group of individuals that volunteer to assist Council with various matters • Untainted brand – Support from industry players • Represents a statutory profession orientated toward the green agenda 	<ul style="list-style-type: none"> • Small base of registered persons that assist on a voluntary basis to implement the mandate • Limited organisational capacity in relation to the increasing workload • Mainly focused on the upper levels of professional registration • Low number of registered persons in comparison to the revenue required to operate the Council • Slow progress in terms of improving demographic or geographic representation
	Opportunities	Threats
EXTERNAL ENVIRONMENT	<p>Policy and Standards</p> <ul style="list-style-type: none"> • Explore policy options to engender transformation and growth in the industry • Develop landscape design and construction standards – “act with one voice” <p>Government Engagement</p> <ul style="list-style-type: none"> • Promoting the benefits of the profession within government at resourcing and project level <p>Public Awareness, Promotion and Marketing</p> <ul style="list-style-type: none"> • Vibrant campaign toward the appreciation of the profession and diversity thereof • Promote awareness of ecological design and the “green” imperative • Cultivate the need for the profession in Political, Economic, Social and Legal discourse • Space to grow as a Council as well as a profession within the Built Environment (BE) <p>Registered Professionals: Registration and Education</p> <ul style="list-style-type: none"> • Visible and value proposition to registered persons • Expand categories of registration as there are many services provided within the landscape industry <p>Organisational</p> <ul style="list-style-type: none"> • Alignment with other sectors with similar goals • Establish beneficial partnerships 	<ul style="list-style-type: none"> • Uncertain government policy direction particularly in terms of the future organizational structure of the BEPCs • Competition Commission ruling in relation to the request for exemption for the Identification of Work and Guideline Professional Fees has created uncertainty • Resistance to transform the profession • Lack of awareness of the Landscape Architect’s role within the BE resulting in a marginalization of the spectrum of landscape architectural work by other BEPs • Undefined and overlapping IDoW with other disciplines • Limited registered professionals in the Public Service • Lack of political will to assist with the promotion and expansion of the profession • Misperception of the profession that it is elitist and focused on creating gardens • The SAQA establishing professional designations through the creation of Professional Bodies

Table 3: Matching weaknesses with strengths

Weaknesses	Matching Strengths	Convert weakness into a strength (Strategy)
Small base of registered persons to assist on a voluntary basis to implement the mandate	Small dedicated group of committed individuals that assist Council with various matters on a voluntary basis	Increase the base of registered persons through: <ul style="list-style-type: none"> Promotion to those eligible Establishing new categories of registration
Limited organisational capacity in relation to the workload		Seek assistance in establishing the appropriate organisational capacity for SACLAP
Mainly focused on the upper levels of professional registration	<ul style="list-style-type: none"> Small and flexible – this allows for a quicker change in terms of policy direction, etc. Small dedicated group of individuals that assist Council with various matters on a voluntary basis Support from industry players 	<ul style="list-style-type: none"> Develop registration processes that are appropriate for the lower categories of registration Actively promote the lower categories of registration
Low number of registered persons in comparison to the revenue required to operate the Council		Increase the base of registered persons through: <ul style="list-style-type: none"> Promotion to those eligible Establishing new categories of registration
Slow progress in terms of improving demographic or geographic representativity	Small and flexible – this allows for a quicker change in terms of policy direction, etc.	Grow the base of registered persons through: <ul style="list-style-type: none"> Promotion to those eligible Establishing new categories of registration

Table 4: Matching opportunities with strengths

Opportunities	Matching Strengths	Capitalise on opportunities (Strategy)
Policy and Standards		
Explore policy options to engender transformation and growth in the industry	<ul style="list-style-type: none"> Amicable relationship with the CBE Small and flexible – this allows for a quicker change in terms of policy direction, etc. 	Grow the base of registered persons through: <ul style="list-style-type: none"> Promotion to those eligible Establishing new categories of registration
Develop landscape design and construction standards – “act with one voice”	<ul style="list-style-type: none"> Amicable relationship with various departments of the DPW Untainted brand Support from industry players Represents a statutory profession orientated toward the “green agenda” 	Develop a task team representative of all role players to establish a set of standards.
Government Engagement		
Promoting the benefits of the profession within government at resourcing and project level	<ul style="list-style-type: none"> Amicable relationship with various departments of the DPW Amicable relationship with the CBE Support from industry players Represents a statutory profession orientated toward the green agenda 	<ul style="list-style-type: none"> Establish an advocacy/ marketing campaign together with all the stakeholders in terms of promoting the services of the landscape profession: Voluntary Associations should assist with this function.
Public Awareness, Promotion and Marketing		
Vibrant campaign toward the appreciation of the profession and diversity thereof	<ul style="list-style-type: none"> Amicable relationship with various departments of the DPW Amicable relationship with the CBE Untainted brand support from industry players 	<ul style="list-style-type: none"> Establish an advocacy /marketing campaign together with all the stakeholders in terms of promoting the profession: Voluntary Associations should assist with this function.

Opportunities	Matching Strengths	Capitalise on opportunities (Strategy)
Promote awareness of ecological design and the “green” imperative	Represents a statutory profession orientated toward the “green agenda”	Establish an advocacy / marketing campaign together with all the stakeholders in terms of promoting the profession
Cultivate the need for the profession in Political, Economic, Social and Legal discourse	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Support from industry players • Represents a statutory profession orientated toward the “green agenda” 	Initially create the demand at public level
Space to grow as a Council as well as a profession within the Built Environment (BE)	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small and flexible – this allows for a quicker change in terms of policy direction, etc. • Untainted brand support from industry players 	<p>Increase the base of registered persons through:</p> <ul style="list-style-type: none"> • Promotion to those eligible • Establishing new categories of registration
Registered Professionals: Registration and Education		
Visible value proposition to registered persons	<ul style="list-style-type: none"> • Small and flexible – this allows for a quicker change in terms of policy direction, etc. 	Update the professional scope of services and code of practice document.
Expand categories of registration as there are many services provided within the landscape industry	<ul style="list-style-type: none"> • Small and flexible – this allows for a quicker change in terms of policy direction, etc. • Support and from industry players • Represents a statutory profession orientated toward the “green agenda” 	<p>Increase the base of registered persons through:</p> <ul style="list-style-type: none"> • Promotion to those eligible • Establishing new categories of registration
Organisational		
Alignment with other sectors with similar goals	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small and flexible – this allows for a quicker change in terms of policy direction, etc. • Represents a statutory profession orientated toward the “green agenda” 	There are other BEPCs that could be approached in terms of strategy and lessons learnt
Establish beneficial partnerships	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Untainted brand – no legacy issues and Stakeholders • Support from industry players • Represents a statutory profession orientated toward the “green agenda” 	<p>There are other BEPCs that could be approached in terms of strategy and lessons learnt</p> <p>Voluntary Associations are there to assist as well as other interest groups – investigate the feasibility of such</p>

Table 5: Matching threats with strengths

Threats	Matching Strengths	Convert threats into opportunities (Strategy)
Uncertain government policy direction particularly in terms of the future organizational structure of the BEPCs.	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small and flexible – this allows for a quicker change in terms of policy direction, etc. 	Actively engage in the processes as they unfold by utilising the dedicated individuals to assist.
Competition Commission ruling in relation to the request for exemption for the Identification of Work (IDoW) and Guideline Professional Fees has created uncertainty.	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small dedicated group of committed individuals that assist Council with various matters on a voluntary basis. 	Actively engage in the processes and continue to impress the urgency of the matter.
Resistance to transform the profession	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small dedicated group of individuals that assist Council with various matters on a voluntary basis. • Untainted brand Support from industry players 	Increase the base of registered persons through: <ul style="list-style-type: none"> • Promotion to those eligible • Establishing new categories of registration
Lack of awareness of the Landscape Architect's role within the BE resulting in a marginalization of the spectrum of landscape architectural work by other BEPs	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small dedicated group of individuals that assist Council with various matters on a voluntary basis • Represents a statutory profession orientated toward the "green agenda" 	Establish an advocacy/marketing campaign together with all the stakeholders to promote the services of the landscape profession in the built environment
Undefined and overlapping IDoW with other disciplines	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small and flexible – this allows for a quicker change in terms of policy direction, etc. • Small dedicated group of individuals that assist Council with various matters on a voluntary basis. 	Linked with the promotion campaign, address this issue in conjunction with the other stakeholders and BEPCs.
Limited registered professionals in the Public Service	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE 	Develop a mechanism to assist government in building this capacity.
Lack of political will to assist with the promotion and expansion of the profession	<ul style="list-style-type: none"> • Amicable relationship with various departments of the DPW • Amicable relationship with the CBE • Small dedicated group individuals that assist Council with various matters • Represents a statutory profession orientated toward the "green agenda" 	Establish an advocacy /marketing campaign together with all the stakeholders to promote the services of the landscape profession in the built environment.
Misperception of the profession that it is elitist and focused on creating gardens	<ul style="list-style-type: none"> • Small dedicated group of individuals that assist Council with various matters on a voluntary basis • Untainted brand support from industry players • Represents a statutory profession orientated toward the "green agenda" 	Establish an advocacy / marketing campaign together with all the stakeholders to promote the services of the landscape profession in the built environment. - Voluntary Associations should assist with this.

Threats	Matching Strengths	Convert threats into opportunities (Strategy)
The mandate of the South African Qualifications Authority (SAQA) to establish professional designation through the creation of Professional Bodies	Amicable relationship with the CBE	Develop a task team to actively pursue engaging with SAQA, focusing on the landscape industry

3.1. Internal Environment

The internal environment, which determines the operations of the SACLAP is underpinned by the mandates determined in the Act as well as the strategic direction provided by the Council and the CBE.

a) Performance environment

The SACLAP performance is determined by the mandates in the Act and the associated objectives of the Strategic Plan.

On a quarterly basis, SACLAP submits reports to the CBE as per the agreed template, relating to the key mandates which are as follows:

- i. Safety, Health and Environment,
- ii. International Recognition of Professions,
- iii. Accreditation,
- iv. Registration,
- v. Disciplinary and Appeals,
- vi. Recognition of Voluntary Associations (VA),
- vii. Continual Professional Development (CPD),
- viii. Guideline Professional Fees,
- ix. Recognition of New Categories,
- x. Identification of Work, and
- xi. Standards Generating Body.

Furthermore:

- i. From time to time SACLAP is expected to report directly to the Department of Public Works (DPW) on matters as requested.
- ii. On a regular basis provide support to the CBE in formatting and preparing presentations and additional reporting as may be required.
- iii. Per invitation attend an array of meetings and workshops on various overarching and much relevant BEPC related matters.

As SACLAP is preparing a Strategic Plan and associated Annual Performance Plan (APP), in line with the National Treasury requirements for the first time in the 2016/2017 year, performance evaluation i.e. the monitoring and evaluation of the same will follow in the future.

Although SACLAP is not listed in any of the schedules of the Public Finance Management Act (PFMA), SACLAP has been tracking itself in accordance with the PFMA checklist. The key items that are outstanding are the appointment of an internal audit committee as well as a Chief Financial Officer. The monitoring and evaluation aspects are also not fully addressed i.e. the maintaining of evidence to demonstrate compliance.

SACLAP has agreed to participate as best it can in the CBE Governance Framework project. A checklist was drafted by the CBE and SACLAP has measured itself against it. As this document is set out to meet the requirements of King III, there are overlaps with the PFMA checklist. In terms of this list, SACLAP has a few more governance related aspects to address.

b) Organisational environment

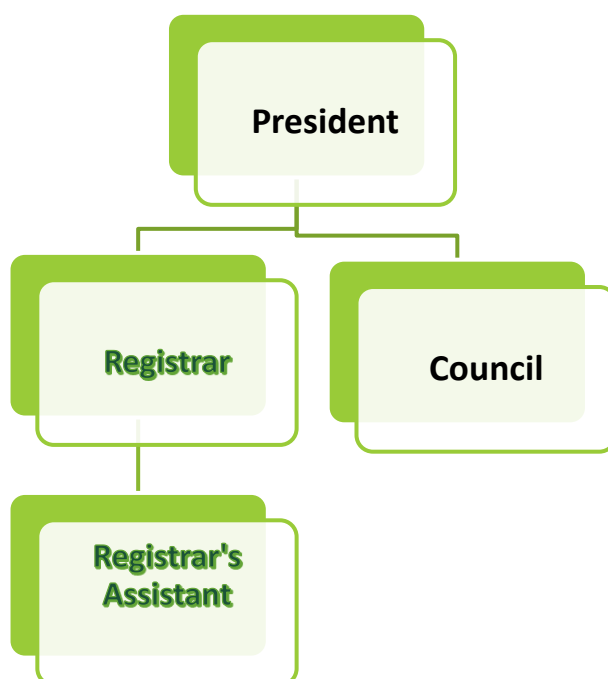
The internal organisational environment is structured around the meeting of the mandates of the Act while considering the financial resources of the Council based on the income received. The expense side is always determined with the full operationalisation of the mandate as main focus and the actual activities undertaken are prioritised in line with monies available as per the projected budget allocation.

SACLAP has identified the key risk, associated mainly with the financially induced limited capacity of the Registrar's Office, as potentially having an impact on the effective operation of the organisation to achieve its mandate. Furthermore, the continuous challenge to develop strategies to mitigate the identified risks due to the lack of sufficient funding and the ever increasing demand for better corporate governance structures hampers progress.

The much required efforts to improve the sustainability of the Council through engaging within the sector, facilitating public participation, drafting, revising and publishing the relevant policies and establishing new registration categories, inevitably suffers due to the demand this imposes upon the already strained finances and resources.

The key focus of this Strategic Plan is the improvement of the sustainability of SACLAP. The organograms below set out the incremental growing of the capacity of the Registrar's Office in order to bring about the programmes set out below.

OCTOBER 2016



NOTE: the green positions are indicative of part time employees

At the time of this Strategic Plan review, the SACLAP is structured as per the image above, described below:

The Council Structure:

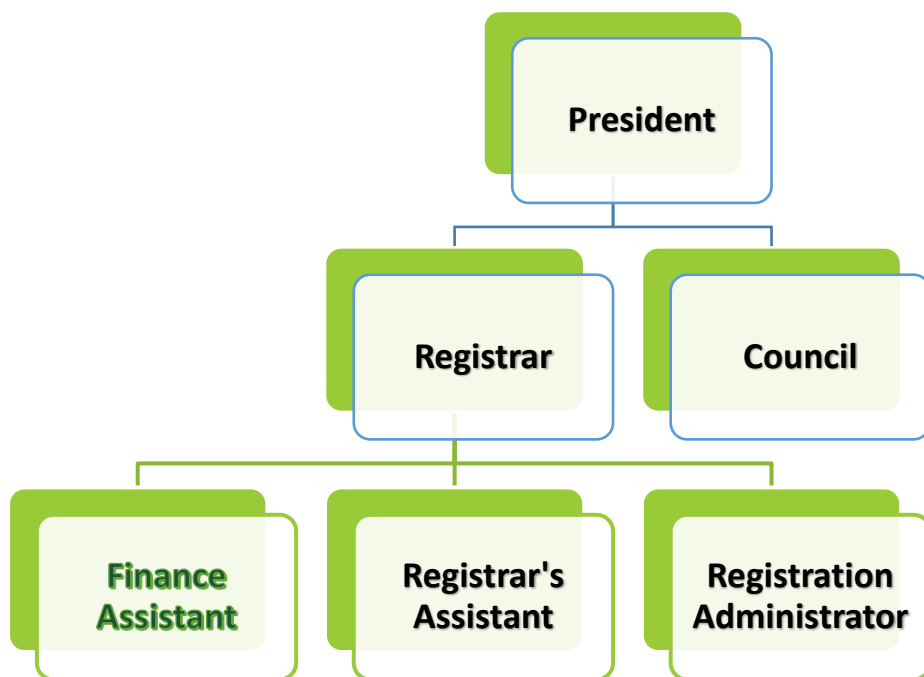
- a. The President was appointed in September 2013 and is nearing the end of his term of office (30 August 2017) as are the appointed Council members.

- b. The Council currently has nine (9) members, including the President and not ten (10) as a vacancy arose that could not be filled timeously.

Registrar's Office

- a. The Registrar is contracted for between forty to sixty (40 – 60 hours) per month.
- b. The Registrar's Assistant is permanently employed, but only works a six (6) hour day.
- c. The book keeping function is outsourced, while the Registrar deals with ad hoc matters and budgeting for the Council.

APRIL 2017



NOTE: the green positions are indicative of part time employees

In the 2017 – 2018 financial year, and ideally as of 1 April 2017, the Council would like to see the following growth that is required to bring about the expansion and growth of SACLAP as per the Strategic Objectives set out in Programme 1:

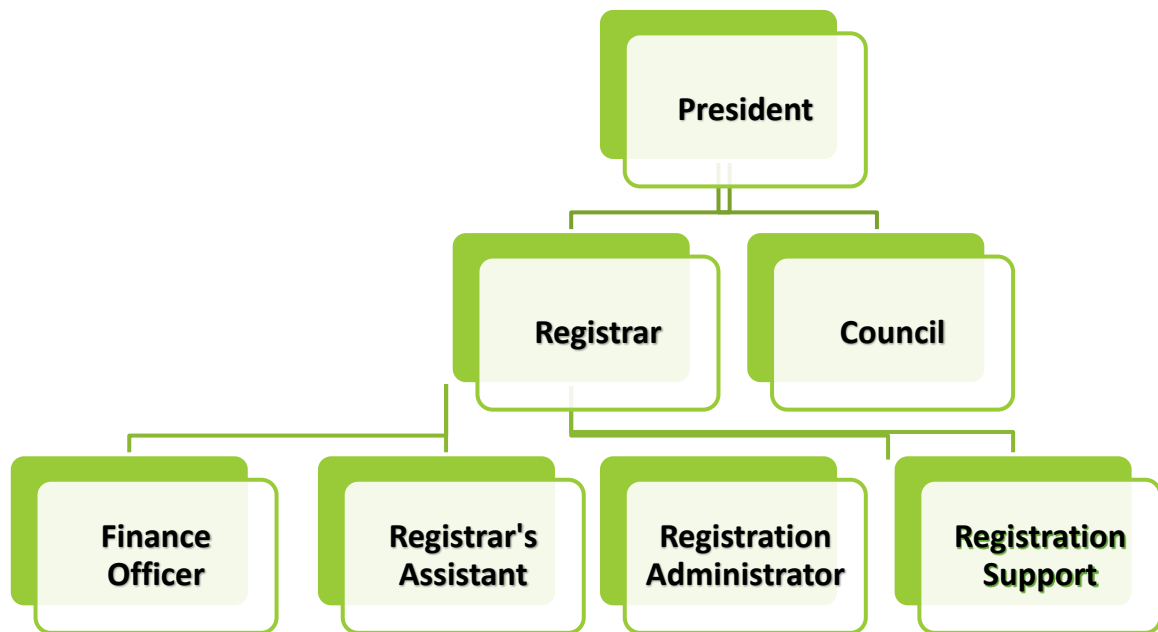
The Council Structure:

The Council structure remains as it was in the previous financial year; a President with eight (8) Council members. It should however be noted that in September 2017 a new Council is to be appointed by the Minister of Public Works.

Registrar's Office

- a. A full time Registrar is to be appointed together with a full time Registrar's Assistant.
- b. A full time Registration Administrator is to be appointed to carry out all the Registration related actions. This dedicated resource is required in order to process the applications, not only of the Landscape Architectural Professions, but also the Landscape Management Professions that were gazetted for implementation in November 2016.
- c. In light of the growth, a Finance Assistant is to be appointed on a part time basis that will fulfil all the necessary financial assistance to the Registrar's Office and replace the need for this activity to be outsourced.

APRIL 2018



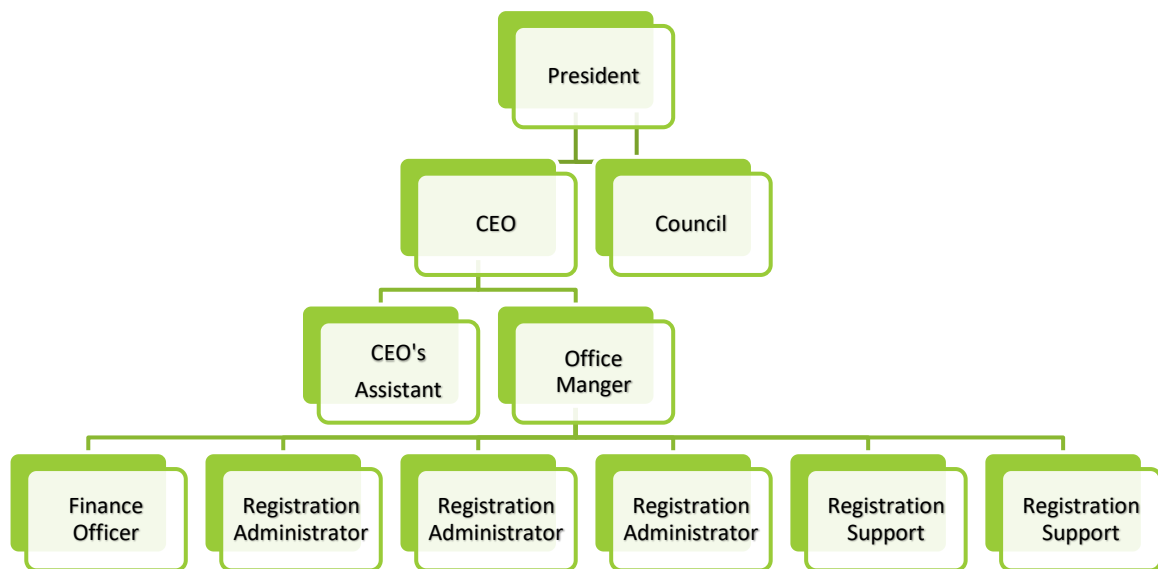
In the 2018 – 2019 financial year, and ideally as of 1 April 2018, the Council identified the need to expand the Registrar's operational capacity further in order to operate more effectively and efficiently:

The Council Structure:

The newly appointed Council will be in place and should be familiar with their roles and responsibilities and be in a position to guide the Council going forward.

Registrar's Office

- a. A full time Registrar together with a full time Registrar's assistant will be in place.
- b. A full time Registration Administrator will have placed systems and processes in place to streamline the registration process for the landscape architectural professions and the landscape management professions. In order to ensure that the capacity and efficiency remains in place, a registration support is now appointed to assist the Registration Administrator.
- c. In light of the growth, the finance assistant becomes a full time Finance Officer appointed to the Registrar's Office.



In the following years the growth of the Council should be well under way and the next step in terms of increasing the capacity of the Registrar's Office to continue the growth trajectory is envisaged and presented as follows for the year 2025:

The growth of the Council and changed responsibilities will require the Registrar's role to be redefined as Chief Executive Officer (CEO)

CEO's Office

- a. A full time CEO together with a full time CEO's Assistant will be in place.
- b. An Office Manager is now appointed to oversee the overall management of the activities.
- c. The full time Registration Administrators are expanded to three (3) so as to deal with the various professions more efficiently and effectively. It is anticipated that by this stage the professions that SACLAP registers will be more than just the Landscape Architectural and Landscape Management Professions.
- d. In order to ensure that the capacity and efficiency remains in place, further registration support is appointed to assist the Registration Administrators in carrying out their duties in a full time capacity.
- e. The Finance Officer remains a full time resource in the Registrar's Office.

A substantial increase in revenue, predominantly through DPW assistance, is therefore urgently required to bring about the above for the following reasons:

- i. As at the 2016/2017 year and preceding years, SACLAP has been resourced with a part time Registrar, contracted for between 40 – 60 hours per month.
- ii. The Registrar's administrative assistant is permanently employed by SACLAP but only works six hours a day.
- iii. The total staff compliment of the SACLAP currently comprise a part time Registrar with limited hours and one administrative clerk with reduced hours. These measures are purely as a result of the limited available funds of the Council as already stated and are not conducive to bringing about the much needed growth and development of the Council.
- iv. SACLAP envisages that it requires a maintainable increase in its staff compliment as a result of the establishment of new registration categories and in addition hereto, to undertake the activities stated below, in order to bring about a stable and sustainable Council.

3.2. External Environment

a) Economic Trends and Outlook

The South African economy is currently experiencing a slump in the building industry, yet infrastructure development, through the initiatives of the Presidential Infrastructure Coordinating Committee (PICC) and developments in line with the National Development Plan (NDP) and associated Act provides encouragement for the sector. It should however be noted that the SACLAP is concerned that the PICC is not fully aware of the valuable contribution that the landscape professions can make, particularly in terms of the “green agenda”, on the national infrastructure projects. This is a matter of concern as the landscape profession is not benefiting from these significant developments in the BE.

The demand for the profession of landscape architecture and associated professions such as landscape management is set to increase as the development of infrastructure gains momentum and as the national, provincial and local governments realise the valuable contribution of the professions to South Africa.

SACLAP recognises the need to advocate the landscape professions to a much wider audience and role players within the built environment.

b) Legislative Environment

SACLAP notes the initiatives of the DPW relating to the amendments to the CBE and the BEPC Acts. This process is welcomed as the BEPC Acts were implemented in 2000 and have since been superseded by many other Acts that have had an influence on how the BEPCs should be conducting themselves particularly in relation to good governance. There is a growing concern that there is no clear direction and guidance from DPW on how this process is anticipated to unfold. SACLAP will actively engage in the process, as best it can.

SACLAP also welcomes the potential reduction in duplication of mandatory administrative obligations within the BEPCs that this revision could bring about through the potential creation of a “super council”. Through this restructuring, the financial strain the current mandate induces upon smaller and financially vulnerable Councils would be alleviated.

A further matter of grave concern is the outcome of the Competition Commission in relation to the exemption requested in terms of the Identification of Work (IDoW) and the Gazetting of Guideline Professional Fees. Both of the exemption applications were rejected in early 2016 and progress in terms of the resolution of the matter is slow. In terms of the Act, the IDoW allows for work reservation of the various categories of professional registration. This would have not only assisted SACLAP, as it would have defined the work for the various categories of the landscape profession but also assisted in resolving the overlap of services offered by various BEPs.

The rejection for exemption by the Competition Commission of the Gazetting of Guideline Professional fees as mandated in the SACLAP Act, is creating confusion as it has previously been used to benchmark fees in South Africa in both the public and private sector

c) Transformation Agenda

Transformation remains a key challenge facing all the BEPs and SACLAP has recognised that this is a priority area for the DPW. The CBE, as the overarching body responsible for the BEPCs, has developed a Transformation Model and SACLAP has committed to participating as far as possible within the financial constraints of the Council.

The South African Qualifications Authority (SAQA) has a mandate to oversee the process of professional designations for professions. As part to the rules relating to such, any association / organisation or institution can apply to the SAQA, and if all the requirements are met, this body received the status of being a “professional body”. As identified above, this is a potential threat as

some professions could see this as a “short cut” to establishing professional designations, when there may in fact be a statutory body already in existence that could fulfil this function. Furthermore, these professional bodies would not have the same legal standing as the statutory body. The impression however, is that they are equivalent. This is causing further confusion particularly in areas such as accreditation of higher education institutions.

4. Description of the strategic planning process

February 2014:

In February 2014, the Strategic Planning process was initiated by the 2013 – 2017 Council, who appointed an external facilitator to assist with the establishment of a Strategic Plan. As per the facilitator, a questionnaire was sent out to the identified stakeholders that were invited to attend the subsequent strategic planning session.

From the responses to the questionnaire, a SWOT analysis of SACLAP’s internal and external environment was undertaken, and the feedback from the questionnaire was presented at the session to identify the key aspects that Council was to address.

The review set for 2015 did not take place due to lack of resources.

July 2016

The SACLAP Council (Gauteng based), and key stakeholders from ILASA, DPW and the CBE attended a Strategic Planning session in July 2016. The SWOT analysis contained in Section 3 of this document is as per the 2016 review.

The mandates and powers as set out in the Act were also reviewed in terms of the current operations of SACLAP. The shortfalls were identified as part of this process and addressed in the strategic planning of SACLAP.

Furthermore knowledge and understanding of the Built Environment and the landscape industry as it is being practised is used to establish other needs that the Strategic Plan should address to bring about a relevant SACLAP.

Subsequently, the Strategic Plan, as presented in 2014 has been reviewed in 2016. This full review was undertaken to address two particular factors namely:

- i. The CBE directed that the Strategic Plans and Annual Performance Plans (APP) had to be in line with the National Treasury requirements, and
- ii. The term that the Strategic Plan had to cover was to be in line with the current government administration, namely 2015 – 2020.

5. Strategic outcome-oriented goals of the SACLAP

The three Strategic Outcome Orientated Goals from the synthesis of the issues identified at the strategic planning session and subsequent reviews are listed below.

It should be noted that the links to national outcomes refers to those as per the Medium Term Strategic Framework (MTSF) and are as follows:

1. Quality basic education,
2. A long and healthy life for all South Africans,
3. All people in South Africa feel safe,
4. Decent employment through inclusive growth,
5. A skilled and capable workforce to support an inclusive growth path,
6. An efficient, competitive and responsive economic infrastructure network,
7. Vibrant, equitable, sustainable rural communities contributing to food security for all,
8. Sustainable human settlements and improved quality of household life,
9. Responsive, accountable, effective and efficient local government,
10. Protect and enhance the environmental assets and natural resources,
11. Create a better South Africa, and contribute to a better Africa and a better world,
12. An efficient, effective and development-oriented public service,
13. A comprehensive, responsive and sustainable social protection system, and
14. A diverse, socially cohesive society with a common national identity.

Furthermore, the CBE, in its Strategic Plan 2015 – 2020 has three strategic goals which are as follows:

- i. A built environment that is responsible to the developmental and economic priorities of government.
- ii. A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.
- iii. An optimally functioning built environment with a responsive and relevant policy and legislative framework based on informed and researched positions.

Table 6: Outcome Oriented Goals

<u>Strategic Goal 1</u>	To establish landscape professions through the creation of registration categories.
Goal statement	Explore built environment related fields of expertise in order to identify potential services in need of regulation and to establish such to the benefit of the public.
Link to national outcome(s) and CBE strategic goals as set out above	<ul style="list-style-type: none"> • Decent employment through inclusive growth (National Outcome 4) • A skilled and capable workforce to support an inclusive growth path (National Outcome 5) • An efficient, competitive and responsive economic infrastructure network (National Outcome 6) • Sustainable human settlements and improved quality of household life (National Outcome 8) • Create a better South Africa, and contribute to a better Africa and a better world (National Outcome 11) • CBE Strategic Goal i • CBE Strategic Goal ii
<u>Strategic Goal 2</u>	To advance Landscape Professions through advocacy and transformation.
Goal statement	Continuously providing for support and growth of landscape professions through communicating the need for and value of landscape professions to client sectors and prospective professionals.
Link to national outcome(s) and CBE strategic goals as set out above	<ul style="list-style-type: none"> • Decent employment through inclusive growth (National Outcome 4) • A skilled and capable workforce to support an inclusive growth path (National Outcome 5) • A long and healthy life for all South Africans (National Outcome 2), • Sustainable human settlements and improved quality of household life (National Outcome 8), • Responsive, accountable, effective and efficient local government (National Outcome 9), • Protect and enhance the environmental assets and natural resources (National Outcome 10), • Create a better South Africa, and contribute to a better Africa and a better world (National Outcome 11), • An efficient, effective and development-oriented public service (National Outcome 12), • CBE Strategic Goal i • CBE Strategic Goal ii
<u>Strategic Goal 3</u>	To govern the landscape professions in terms of the Act and relevant regulatory requirements.
Goal statement	The Act sets out the mandate of SACLAP and in terms thereof the Council performs certain activities in order to meet such.
Link to national outcome(s) and CBE strategic goals as set out above	<ul style="list-style-type: none"> • A skilled and capable workforce to support an inclusive growth path (National Outcome 5) • An efficient, effective and development-oriented public service (National Outcome 12) • CBE Strategic Goal iii

PART B: STRATEGIC OBJECTIVES

6. SACLAP function, powers and duties

The Act, prescribes the functions, powers and duties of the Council, which can be summarized broadly as follows:

1. Appointment of Registrar and staff members of Council;
2. Administrative aspects relating to:
 - a. Maintaining a database of registered professionals and candidates.
 - b. Remuneration of Council staff.
 - c. Co-ordination and record keeping of meetings.
 - d. Publishing documentation relating to the landscape professions and related matters.
3. Fees and charges:
 - a. Application and registration fees.
 - b. Annual fees.
 - c. Examination fees.
 - d. Fees payable for an appeal.
 - e. CPD review fees.
 - f. Fees payable for an education fund.
 - g. Accreditation fees.
 - h. Exemption from any of the fees.
 - i. Administration fees as and when applicable.
 - j. Any other fees that the Council deems necessary to charge.
4. Education:
 - a. Accreditation of Institutions.
 - b. Determining competency standards for the purpose of registration.
 - c. Establishment of mechanisms for registered persons to gain recognition of qualifications and professional status in other countries.
 - d. Liaise with the relevant National standards body with the view to establishing a standards generating body in terms of these regulations.
 - e. Recognize or withdraw the recognition of any examinations contemplated by the registration of professionals (Section 19).
 - f. 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.
 - g. Advise or render assistance to any educational institution, voluntary association or examining body with regard to educational facilities for the training and education of registered professional persons and candidates.
 - h. Determine, after consultation with the voluntary associations and registered persons, conditions relating to the nature and extent of continuing education and training i.e. CPD.
5. Registration of professionals:
 - a. Setting the registration criteria, requirements, standards and procedures for registration in the various categories.
 - b. Establish and uphold the conditions pertaining to the cancellation of registration.
 - c. Establish and implement the renewal of registration for registered persons in various categories, i.e. link with CPD.
 - d. Setting the grievance procedure against registration process and the facilitation of such a process.
6. Investigation of charge of improper conduct.
7. Professional Practice:

- a. Publish in the Government Guideline Fees in terms of the registration categories for registered professional and candidate persons in line with services offered.
 - b. Set out the criteria for Continued Professional Development (CPD) in order to bring about the renewal of professional registration.
 - c. Determine the requirements with which a Voluntary Association (VA) must comply to qualify for recognition by Council.
 - d. Identify the type of landscape work which may be performed by persons registered in any of the categories.
 - e. Establish rules relating to the conduct of Council as well as registered professional persons.
8. General powers:
- a. Make decisions relating to property.
 - b. Decide upon the manner in which contracts must be entered into on behalf of the Council.
 - c. Perform any service within its competence.
 - d. Advise the Minister / CBE on matters relating to the landscape architectural profession.
 - e. Encourage and undertake research into matters relating to the landscape architectural profession.
 - f. Take any steps considered necessary for the protection of the public in terms of their dealings with registered persons for the maintenance of the integrity and enhancement of the status of the landscape professions.
 - g. As and when necessary appoint a disciplinary tribunal.

7. PROGRAMMES

7.1. Programme 1: Growing and Transforming the Landscape Professions

The aim of this programme is to address more than one strategic objective:

Strategic Goal 1: To establish landscape professions through the creation of registration categories.

Strategic Objectives: Explore the built environment related fields of expertise in order to identify potential services in need of regulation and to establish such to the benefit of the public.

Strategic Goal 2: To advance Landscape Professions through advocacy and transformation.

Strategic Objectives: Continuously providing for support and growth of landscape professions through communicating the need for and value of landscape professions to client sectors and prospective professionals.

Strategic Objective 1.1	Develop a policy on new registration categories.
Objective statement	<ul style="list-style-type: none"> Ensure that the establishment of new registration categories is a process that is transparent, objective and consistent for all categories of registration.
Baseline	<ul style="list-style-type: none"> SACLAP had no policy relating to establishing new registration categories and developed this in the 2015-2016 financial year.
Justification	<ul style="list-style-type: none"> Section 18(1) c of the Act, allows for the development of specified categories and this objective would set out the process of how this is to be undertaken. This objective will assist in addressing the much needed transformation required within SACLAP and the built environment at large.

Strategic Objective 1.2	Engage with relevant fields of expertise to identify other registration categories, core competencies required and registration processes.
Objective statement	<ul style="list-style-type: none"> Bring about the professionalization of the other landscape fields, practising within the built environment.
Baseline	<ul style="list-style-type: none"> The full extent of this has not been investigated, however the Landscape Management profession is currently being created. SACLAP has been approached to register irrigation and environmental practitioners. Other fields need to be created.
Justification	<ul style="list-style-type: none"> Section 18(1) c of the Act, allows for the development of specified categories and this objective would establish which categories are to be created .
Strategic Objective 1.3	Appropriate support to learners, students, candidates and registered professionals
Objective statement	<ul style="list-style-type: none"> Ensure that the individuals that choose a career within the landscape professions have a clear development path.
Baseline	<ul style="list-style-type: none"> SACLAP has no mechanisms in place regarding such.
Justification	<ul style="list-style-type: none"> In order to ensure that the transformation targets are met, mechanisms are to be put in place to support individuals through the process.
Strategic Objective 1.4	Undertake efficient and effective registration procedures
Objective statement	<ul style="list-style-type: none"> Ensure that the registration processes are undertaken in a transparent, objective and consistent manner for all categories of registration.
Baseline	<ul style="list-style-type: none"> SACLAP has a: <ul style="list-style-type: none"> Registration Policy and Continued Professional Development (CPD) Policy
Justification	<ul style="list-style-type: none"> This objective expands on Section 19 of the Act which relates specifically to all registration related matters.
Strategic Objective 2.1	Advance the landscape profession within the public and private sectors through advocacy
Objective statement	<ul style="list-style-type: none"> To sustain the required growth and improve the impact of the profession, advocacy is to be undertaken on a consistent and continuous basis in the public and private sector.
Baseline	<ul style="list-style-type: none"> SACLAP has no mechanisms in place regarding such.
Justification	<ul style="list-style-type: none"> A general lack of awareness regarding the landscape professions was identified in the SWOT analysis and this objective aims to improve such.

7.1.1. Resource considerations

It is anticipated that SACLAP will experience a serious shortfall in resources for this programme. The current budget requires to be significantly increased in order to establish the registration categories referred to as the current office infrastructure, financial and human resources of SACLAP is insufficient to bring this about. It is envisaged that once membership steadily increases over time, through implemented registration options, the financial resources required for maintaining such would be provided for from the increased income received with the registration process and associated fees.

It is further anticipated that expanding the base of registered persons would require a steep increase in institutions offering relevant accredited academic programmes. The reason for this is that if new registration categories are introduced, then not only does the base of registered professionals increase, it also requires more academic programmes to be accredited by SACLAP as feeder programmes to the professional registration categories. Current resources would not be able to fulfil in the demand to deal with the initial rounds of accreditation and research required to

identify appropriate and compliant programmes at a national scale. It is envisaged that once membership steadily increases over time, the resources required for undertaking routine assessment of programmes would be provided for from the increased income of registration and accreditation fees.

In line with the mandate of the Act, SACLAP will have to facilitate the significant increase in the number of registered candidates. It is required that qualified individuals, hailing from accredited programmes undergo work related training, on real time projects in order to gain the required improved skills to practice as professionals. This training is accommodated within a candidacy period of a minimum two year period under the supervision of a SACLAP approved mentor. Candidates log and submit their training experience and submit such together with other deliverables for consideration in order to undergo assessment and be registered as professionals. The required steep increase and related increased administration, control and monitoring, as well as evaluations and assessments that would be required from the initial intakes of registered candidates could not be accommodated within SACLAP's current resource constraints. It is however foreseen that as registered professional memberships steadily increases over time, the resources required for administering candidacies and assessments would be provided for by the increased income generated from the associated fees.

The balance of the aspects of this programme are directly linked to the mandate of the Act, and the required resourcing needs to be dedicated to this to ensure that the ultimate purpose of the Act, namely the protection of the public, is upheld. Furthermore, the aim of this programme specifically, is to bring about the growth required to make SACLAP financially self-sufficient and sustainable, through the relevant exposure and improved registration opportunities.

7.1.2. Risk Management

Description of Risk	Primary Causes	Action Plans
Lack of consensus in terms of the criteria and requirements that need to be met in line with the registration mandate.	Differing stakeholder views.	Final decision makers at Council level and that serve on the Registration and Education Committee are to be suitably experienced and respected individuals within industry. Provide for sufficient communication with current registered individuals in order to eliminate misconceptions regarding due process.
The uncertainty of how to bring about the much needed growth as the bridging finance to initiate the implementation of the new registration categories is not guaranteed.	Insufficient and limited income due to the number of registered persons that are currently registered with SACLAP. Additional funding not timeously received from CBE or DPW.	This strategic plan will serve as the basis to produce the required deliverables allowing the DPW and/or CBE to fund the initiatives required to improve the sustainability of SACLAP. In the event that these are not received, SACLAP will operate on a priority versus income basis with month to month reconciliation of cost versus

Description of Risk	Primary Causes	Action Plans
		projected expenditure. This will however impede the growth rate of the SACLAP towards becoming sustainable, as SACLAP's commitments towards the mandate of its Act and required compliances currently exceeds its income.
The name of the Act is too restrictive and can be seen as "gate-keeping". Landscape Architecture is but one profession within a myriad of potential green professions.	Stakeholders and individuals wishing to register with the SACLAP requires appropriate representation in terms of a statutory council. Amendments in not only the mandate of the Act, but also the name thereof is required in order to give proper effect to the new registration categories.	SACLAP has at numerous times alluded to this in discussions with CBE and DPW in various engagements. A realistic path must be set in conjunction with the CBE and/or DPW to rename the Act.
Uptake of the new registration categories is not as fast as anticipated.	Insufficient marketing drive due to limited funds and resources.	Continue to pursue grant funding or rather "gap funding" and comply to all aspects and deliverables as far possible which may be set as conditions. Seek alternative means through the engagement of Industry to assist where appropriate.
Uptake of the new registration categories is not as representative as anticipated.	Limited number of suitably qualified and experienced individuals in terms of gender and race.	Research is to be undertaken in terms of the profile of graduates so that appropriate targets can be set. Establish mechanisms to promote the profession to new graduates.

7.2. Programme 2: Meeting the mandate and other Regulatory requirements

Strategic Goal 3: To govern the landscape professions in terms of the Act and relevant regulatory requirements.

Strategic Objectives: SACLAP, as a statutory body in terms of the Act, is tasked to perform certain activities in order to meet the mandates of the Act.

Strategic Objective 3.1	Establish an appropriately capacitated Registrar's Office
Objective statement	<ul style="list-style-type: none"> Ensuring that Registrar's Office is appropriately capacitated brings about a more efficient and effective Council.
Baseline	<ul style="list-style-type: none"> The Registrar's office is currently capacitated with a part time Registrar and a permanently employed, but not full time assistant.
Justification	<ul style="list-style-type: none"> By capacitating the Registrar's Office appropriately the growth that is to be brought about as part of Programme 1 can be brought about more efficiently and effectively.
Strategic Objective 3.2	Sound Administration and Governance Processes
Objective statement	<ul style="list-style-type: none"> Through sound administration and governance processes, transparency and consistency will be improved.
Baseline	<ul style="list-style-type: none"> SACLAP has the following in place: <ul style="list-style-type: none"> Nomination Rule for new Council members Council member code of conduct Committee member code of conduct SACLAP has bench marked itself against the CBE Governance Framework. SACLAP completes the CBE quarterly report that sets out the progress in terms of the identified mandates SACLAP has a Strategic Plan
Justification	<ul style="list-style-type: none"> Only through sound administration and governance processes can the SACLAP ensure that the mandate is carried out in a fair, consistent and transparent manner.
Strategic Objective 3.3	Ensure sound financial management of the Council
Objective statement	<ul style="list-style-type: none"> Ensuring sound financial management practises will ensure that the SACLAP operates within its means.
Baseline	<ul style="list-style-type: none"> SACLAP has the following in place: <ul style="list-style-type: none"> Council Member Remuneration Policy Procurement Policy Undertakes Annual Financial Reporting Has an annual budget that is tracked on a monthly basis. SACLAP has bench marked itself against the PFMA checklist.
Justification	<ul style="list-style-type: none"> In terms Section 15(1) of the Act, the SACLAPs responsibilities in terms of funds are set out and this objective aims to ensure this aspect.

Strategic Objective 3.4	Establishing and reviewing policies and procedures relating to the carrying out of the mandate
Objective statement	<ul style="list-style-type: none"> • Ensure that the policies and procedures are set out adequately and undertaken in a transparent, objective and consistent manner across all mandates.
Baseline	<ul style="list-style-type: none"> • SACLAP has the following in place: <ul style="list-style-type: none"> • Higher Education Policy, Education Standards and Accreditation Procedures • Voluntary Association Policy • Code of Conduct for Registered Professionals • Scope of Work and Fee Guideline • Guideline Professional Fees • Identification of Work • SACLAP has developed a list of policies and procedures required in terms of the Act. Progress in terms of the development and review of these documents is being tracked accordingly.
Justification	<ul style="list-style-type: none"> • The Act has numerous mandates that the SACLAP is to carry out. Through the development policies and procedures, the mandates are effected.

7.2.1. Resource considerations

Current financial resources originating from registration fees fall short in providing for the servicing of the mandates as per the Act. This is further exacerbated by other compliance and support requirements of late. This was particularly experienced in the operational budget of the 2015/2016 financial year – resulting in the temporary suspension of some required actions until such time that the funding from DPW, to cover the operational shortfall was received.

To ensure that the mandate can be fulfilled, particularly in light of the growth of the profession that is being planned in Programme 1 above, the resource aspect is critical. Current resources will not be insufficient at fulfilling the mandates of the Act and also facilitate the increased actions brought about by requirements, in terms of these mandates, related to the new envisaged registration categories.

A balance in terms of efficient and effective staff that ensure that the operations are undertaken as per the policies and procedures, whilst servicing the various mandates of the Act is essential to ensure the success of this programme.

The details of a portion of the resourcing requirement are set out in Section 3.1b above. Furthermore, the operations of the Registrar's Office and the resourcing thereof also overlaps with the previous programme.

As the membership numbers grow over time, due to the efficiency of this programme, the balance in the financial resources required in relation to the commitment thereof to fulfil the mandate of the Act, should improve.

7.2.2. Risk Management

Description of Risk	Primary Causes	Action Plans
Insufficient financial resources.	Low base in terms of number of registered persons.	Continue pursuing the grant funding. Ensure that the expenditure of the SACLAP is in line with the available monies at all times.
Depletion of the Council reserves.	The annual income is not sufficient to cover the annual costs; hence reserves are being tapped into.	Limit the pace of expenditure of the Council by slowing down / putting on hold the implementation of programmes.
Inability to fulfil the mandate.	Lack of funding will result in the Registrar's office not being capacitated sufficiently to undertake the necessary actions required in terms of the growth anticipated and the resulting necessary capacity increase in the Registrar's Office.	Continue to pursue grant funding. Put actions related to less significant mandates on hold as may be inevitable and as a last resort. Upon servicing the mandate, prioritise activities relating to the growth of the registered persons.
Lack of office infrastructure and suitably skilled individuals to fulfil the identified roles.	Internal expertise in the field of Human Resources aspects are lacking.	Appoint a suitably qualified Human Resources consultancy to assist with this aspect as and when required. Improve office infrastructure and procure appropriate human resources accordingly.
New registration categories placing a resource burden on the current operations.	No grant funding has been received to date to boost this initiative.	Continue to pursue the grant funding.
Insufficient committee resources and proficiency to deal with the influx of registrations.	SACLAP relies largely on volunteers to assist with various functions.	Identify aspects that can be outsourced or done within the Registrar's Office so as to allow the committee to focus on the core aspects.
Lack of capacity in the Registrar's office to deal with bulk registration	Significant increase in the number of applications received. Increase in the governance and the quarterly reporting matters.	Pursue the grant funding so that temporary staff could be appointed to assist. Seek the assistance of more volunteers.
Limited number of landscape practitioners to take up the potentially many employment	Creation of greater awareness of the benefits of the landscape architectural profession.	Seek to broaden the base of the Higher Education Institutions offering

Description of Risk	Primary Causes	Action Plans
opportunities within the public and private sector.		programmes in Landscape related qualifications.
Registered persons not meeting the commitments in terms of the mentoring requirements.	Work overload.	If identified early enough the candidate could be provided with assistance from SACLAP to obtain another mentor.

8. Financial Resources

The SACLAP generates the majority of its funds from the revenue received through the following processes:

- i. Registration:
 - a. Application fees,
 - b. Candidacy fees,
 - c. Workshop (if it is not free),
 - d. Professional Registration Assessment fees,
 - e. Recognition of Prior Learning processes, and
 - f. Professional Registration.
- ii. Accreditation:
 - a. Accreditation Review Visits to the Higher Education Institutions.
- iii. CPD reviews:
 - a. Renewal of professional registration through CPD reviews once every five years.
- iv. Ad hoc income:
 - a. Replacement registration certificates.
 - b. Letters of good standing.
 - c. VA applications and renewals.

The table below is a summary of the expenditure estimates assigned specifically to the two (2) programmes identified in the Strategic Plan.

It should be noted that the function of Registration is a mandate of the Council in terms of the Act, but it is also the key driver of bringing about the much needed growth of the profession. For this reason, the estimated expenditure related to the registration activities is included under Programme 1 and not Programme 2.

Table 7: Relating Expenditure Estimates to Strategic Outcome Oriented Goals

	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget
Programme 1: Growing and Transforming the Landscape Architectural Professions	R164 000.00	R356 000.00	R409 000.00	R436 000.00
Programme 2: Meeting the mandate	R1 330 000.00	R3 206 000.00	R3 183 000.00	R3 341 000.00
Total	R1 494 000.00	R3 562 000.00	R3 592 000.00	R3 777 000.00

The detailed budget can be made available on request.

It should be noted that numerous activities provided for in the Programmes will not be undertaken if SACLAP does not have the necessary funds to do so. The current income, generated from the activities above is barely sufficient to keep the Registrar's Office functioning as it should. It is for this reason that the register of SACLAP has to grow to bring about the ultimate sustainability of the SACLAP. If the growth is not as anticipated, and if the financial means to bring about the growth is not supported financially by DPW and or the CBE, the SACLAP will not be able to operate in the medium to long term.

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9. Performance Indicators

The following tables show the medium-term projects that will be undertaken per programme to meet the strategic goals of the organisation:

9.1. Programme 1: Growing and Transforming the Landscape Professions

Strategic Goal 1: To establish landscape professions through the creation of registration categories.

Strategic Objectives: Explore the built environment related fields of expertise in order to identify potential services in need of regulation and to establish such to the benefit of the public.

Strategic Goal 2: To advance Landscape Professions through advocacy and transformation.

Strategic Objectives: Continuously providing for support and growth of landscape professions through communicating the need for and value of landscape professions to client sectors and prospective professionals.

9.1.1. Programme 1: Performance Indicators

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
1.1	Develop a policy on new registration categories.							
	Establish Task Team	A task team was established in 2010 for the landscape management categories of registration			Landscape Management (LM) task team concludes	Develop new task teams based on the identified categories of registration that are to be developed		
	Policy Framework for the establishment of New Registration Categories including criteria that are to be satisfied			Draft Establishment of New Registration Categories Rules for Public Comment	Gazette the Establishment of New Registration Categories Rules for Implementation		Review the New Registration Categories Rules	
	Identify and provide a list of academic qualifications that feed the professional registration categories			Establish the list/s	Update the list/s	Update the list/s	Update the list/s	Update the list/s

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
1.2	Engage with relevant fields of expertise to identify other registration categories, core competencies required and registration process.							
	Identify relevant fields of expertise preferably represented by a VA or VA's in need of regulation	The LM Profession was identified and development of the registration categories was undertaken			Gazette the LM Categories for public comment and Implementation	Undertake research to identify next fields that are to be professionalised	Set up a task team to develop such	Set up a task team to develop such
	Engage in deliberations with key stakeholders	Stakeholder meetings were held to bring about LM category of registration			Stakeholder meetings (2)	Stakeholder meetings (3)	Stakeholder meetings (3)	Stakeholder meetings (3)
	Establish Weighted Core Competencies for the identified field and resolve overlaps with other fields	Meetings were held with all stakeholders including the Higher Education Institutions to bring about the core competencies for the LM profession and update those of the Landscape Architectural (LA) profession	Gazette the LM and LA core competencies for public comment	Gazette the LM and LA core competencies for implementation	Start developing core competencies for the next field identified	Review the core competencies for the LM and LA field Continue developing core competencies for the next field identified	Start developing core competencies for the next field identified	
1.3	Appropriate support to learners, students, candidates and registered professionals.							
	Radio interviews	Delegate to the various and or appropriate VA						
	Public talks	Delegate to the various and or appropriate VA						
	Participate at school/career expos	Delegate to the various and or appropriate VA						
	Student registration			Set process in place to register students	Undertake process of creating awareness of student category Register students			
	Reading List for candidates				Review for LA profession	Review for LA profession Establish list for LM profession.	Review for LM and LA profession	Review for LM and LA profession Establish for the newly identified professions

Programme performance indicators	Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
Logbook Template for candidates				Review this in line with the updated Core Competency Table for LA profession	Develop for LM profession	Review the logbook for LA and LM profession	Review the logbook for LA and LM Profession Establish for the newly identified professions
Candidate workshop	Workshop undertaken			Undertake Workshop	Undertake workshop for the LA and LM candidates as well as for any other newly identified professions		
Mentor workshop					Undertake workshop for the mentors of the LA and LM professions as well as for any other newly identified professions		
Confidential mentor report template			Establish the report template		Review the LA template Establish LM template		Establish template the template for other newly identified professions
Structured candidacy programme					Establish for LA profession	Establish for LM profession	Establish for other newly identified professions
1.4	Undertake efficient and effective registration procedures as per the mandate (set out in the section below).						
2.1	Advance the professions within public and private sectors through advocacy.						
Promotion of the landscape professions to potential public and private sector clients	Delegated to the various VAs						
Identify and target key public entities					Identify key public entities and develop various plans towards engagement in conjunction with VAs	Implement the various plans	Implement the various plans and sustain relationships established

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
	Identify and target key private entities					Identify key private entities. and develop various plans towards engagement in conjunction with the various VAs	Implement the various plans Participate at various functions e.g. companies	Implement the various plans and sustain relationships established
	VA engagement				Meet with the respective VA/s at least twice per annum	Meet with the respective VA/s at least twice per annum	Meet with the respective VA/s at least twice per annum	Meet with the respective VA/s at least twice per annum
	Sister Council engagement					Prepare a strategy of on-going awareness regarding the role of landscape professionals in the BE	Implement the strategy	Implement the strategy

9.2. Programme 2: Meeting the Mandate and other Regulatory Requirements

Strategic Goal 3: To govern the landscape professions in terms of the Act and relevant regulatory requirements.

Strategic Objectives: SACLAP, as a statutory body in terms of the Act, is tasked to perform certain activities in order to meet the mandates of the Act.

9.2.1. Programme 1: Performance Indicators

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
3.1	Establish an appropriately functioning Registrar's Office.							
	Performance agreement for the Registrar	Performance review was undertaken			Review the performance agreement Undertake the review Establish a job description for the Registrar's position	Undertake the review	Review the Registrar's performance agreement Undertake the review	Undertake the review
	Expand the operational capacity	The status quo at this time was that the Registrar was appointed on a contract basis of between forty and sixty (40 – 60) hours per month. As of August 2013 an assistant to the Registrar was appointed for first four (4) and then later six(6) hour per day.				Appoint the following full time individuals: Registrar Registrar's assistant Registration administrator and Finance Assistant (part time)	Further to the appointments in the previous year, the Finance Assistant is now replaced by a Finance Officer	Further to the appointments in the previous year, another Registration Administrator is appointed.

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
	Office space and infrastructure for SACLAP	SACLAP currently shares office space with the Registrar’s practise and owns only one computer.				Identify, equip (hard and software) and occupy appropriate office space in line with the appointments above	Maintain and improve infrastructure Expand the infrastructure to include the new appointees	Maintain and improve infrastructure. Expand the infrastructure to include the new appointees
3.2	Sound Administration and Governance Processes.							
	Maintaining a database of registered professionals and candidates	Update the register on a quarterly basis in line with the CBE reporting requirements				establish an on-line platform for registration	expand on-line platform	expand on-line platform
	Establish the various policies associated with all Human Resources aspects				Set up policy that deals with this matter		Review this policy	
	Programming, Co-ordination and record keeping of meetings	Prepare a calendar containing all the meeting dates, relating to the Council and committee meetings for the year Ensure that the meetings take place as per the calendar and document the meetings						
	Publishing documentation relating to the landscape professions in the appropriate manner	Publish regular newsletters (4 per annum) Publish the policies, procedures and rules of Council in the Government Gazette as and when required						
	Strategic Plan	Established a Strategic Plan	Reviewed the Strategic Plan		Review the Strategic Plan and align with the National Treasury format	Review the Strategic Plan Annually		
	Annual Performance Plan (APP)				Establish and revise an APP for each financial year on an annual basis			
	CBE Quarterly reports	Reports completed on a quarterly basis in the required template			Complete the reports			
	CBE Governance Framework			Benchmarked against it.	Updated the progress made in terms of the Framework			

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
3.3	Ensure sound financial management of the Council.							
	Undertake the Annual Report Process	Procure the services of Auditors to undertake the process of establishing Annual Financial Statements Prepare the Annual Report Prepare the CBE Annual Report – fourth quarterly report in line with the template provided						
	Budgets	Determine the budget for each financial year and track the monthly income and expenditure accordingly						
	Internal audit and risk committee					Establish an internal Audit and Risk Committee	Meetings for Internal Audit and Risk Committee (4 per annum)	Meetings for Internal Audit and Risk Committee (4 per annum)
	Prepare the schedule of rates annually in terms of the fees that SACLAP charges	Prepare the draft schedule of rates relating to all activities for which charges apply Gazette the rates for public comment Gazette the rates for implementation						
	Determine a policy associated with the exemption from any fees					Develop Policy		Review the Policy
	Council Member Remuneration Policy	Policy was established		Policy was reviewed		Review policy		Review policy
	Procurement Policy			Policy was established			Policy to be reviewed	
	PFMA compliance checklist	Benchmarked against it.			Updated the progress made in terms of the Framework			
3.4	Establishing policies and procedures relating to the carrying out of the mandate.							
3.4.1	Education Related							
	Higher Education Policy, Education Standards and Accreditation Procedures		Commence with review of Education policy and related documents	Drafted Higher Education Policy, Education Standards and Accreditation Procedures gazetted for public comment and implementation			Review Higher Education Policy, Education Standards and Accreditation Procedures	

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
	Accreditation visit billing procedure				Establish a procedure		Review the procedure	
3.4.2	<u>Professional Practice Related</u>							
	Code of Conduct	Code of Conduct was established			Review the existing Code of Conduct			Review the existing Code of Conduct
	Scope of Services and Fee Guideline	Scope of Services and Fee Guideline was established			Review the existing Scope of Services and Fee Guideline for the LA profession	Gazette LA document for public comment and implementation	Draft a Scope of Services and Fee Guideline for LM profession	Develop Scope of Services and Fee Guideline for other identified professions
	Recognition of Voluntary Associations			Reviewed the existing document and gazetted for public comment	Gazette for Implementation		Review of the VA policy	
	Disciplinary and Appeals rules		Established in conjunction with CBE			Follow up the outcome and review accordingly		
	Determine Guideline Professional Fees	Guideline Fees were updated, gazetted for comment and implementation	Participated in numerous meetings with the Competition Commission and provided additional inputs required		Outcome of the Competition Commission Process has indicated that the exemption regarding this matter was rejected. Way forward is to be determined in conjunction with CBE			
	Identification of Work	Participated in numerous meetings with the Competition Commission and provided additional inputs required			Outcome of the Competition Commission Process has indicated that the exemption regarding this matter was rejected. Way forward is to be determined in conjunction with CBE			
	CPD Policy			Review and update CPD Policy, gazette for Public Comment	Amended CPD Policy gazette for Implementation			Review the CPD Policy

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
3.4.3	<u>Registration Related</u>							
	Setting the registration criteria, requirements, core competencies, procedures for registration in the various categories		Update the Registration Policy		Establish a generic Registration Policy Establish the necessary addendums for the LA and LM professions		Review the Registration Policy Review LA and LM addendums Establish the addendum/s for the next identified professions	
	Establish and uphold the conditions pertaining to the cancellation of registration	Checked each registered person in terms of the registration status to establish what action is to be taken in the event that cancellation is applicable Effectuated the cancellation procedure			Check each registered person in terms of the registration status to establish what action is to be taken in the event that cancellation is applicable Effect the cancellation procedure			
	Setting out of the grievance procedure in terms of the registration process/s and the facilitation of such				Review the requirements contained in the Registration Policy		Review the requirements contained in the Registration Policy	
	Expand on the registration requirements and assessment of applications through the RPL route				Review and update the requirements contained in the Registration Policy and associated addendums		Review and update the requirements contained in the Registration Policy and associated addendums	
	Establish Registration Committees for new Professions					Establish LM Registration Committee	Establish Registration Committee for other identified professions	

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
3.4.4	<u>General</u>							
	Establish rules for the Nomination Process for New Council members	Nomination Process Rules established, gazetted for public comment and implementation			Review Nomination Process Rules and gazetted for public comment and implementation			Review Nomination Process Rules and gazetted for public comment and implementation
3.5	Implementation of the policies and procedures relating to the carrying out of the mandate.							
3.5.1	<u>Education Related</u>							
	Undertake accreditation visits to the various higher education institutions				3	2	1	1
	Review of the Self Evaluation Report			Review the template			Review the template	
	Establish a checklist for the Education Standards				Establish the checklist		Review the checklist	
	Establish weighted core competency tables for the Professions	Extensive engagement process with all Stakeholders		Draft Core Competency Tables for LA and LM professions gazetted for Public Comment	Core Competency Tables for LA and LM professions gazetted for implementation		Review the Core Competency Tables for LA and LM profession	Establish weighted core competency table for other identified professions
3.5.2	<u>Professional Practice Related</u>							
	Process VA applications in terms of the policy					1	1	
	Process VA renewals in terms of the VA policy				1			1
	Undertake CPD reviews in line with the applicable policy	Reviews undertaken in line with the applicable policy			Undertake reviews in line with the applicable policy			

Programme performance indicators		Actual Unaudited performance			Estimated Unaudited Performance	Medium-Term Targets		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
3.5.3	<u>Registration Related</u>							
	Administer all candidate applications				20 (LA) 10 (LM)	20 (LA) 30 (LM)	20 (LA) 30 (LM)	20 (LA) 30 (LM)
	Administer and undertake professional registration assessments				15 (LA)	20 (LA)	25 (LA) 30 (LA)	30 (LA) 30 (LA)
	Administer and undertake all RPL applications				8 (LA) 20 (LM)	8 (LA) 30 (LM)	8 (LA) 30 (LM)	8 (LA) 30 (LM)
	Renew registration of registered professionals in terms of the CPD policy			110 (LA)	15 (LA)	9 (LA)	15 (LA)	5 (LA)
3.4.4	<u>General</u>							
	Undertake the Nomination Process for New Council members	Nominated new Council				Undertake nomination process for new Council		
	Induction presentation to the new Council members	Created presentation				Review presentation and present to incoming council		

10. Governance

10.1. The Council

The SACLAP Council consists of ten (10) individuals that were nominated according to the SACLAP Rules for Nomination. A nomination panel as per the Rules deliberated on the nominations and prepared a report to the Minister of Public Works. The tenure of the SACLAP's third term Council ended on 31 July 2013 and the current fourth term Council was appointed as of 30 August 2013. This Council term therefore ends on the 30 August 2017 and therefore the Strategic Plan will need to be revisited by the next incoming Council as of September 2017.

Council, at its first meeting on 16 October 2013, resolved to continue with and establish the following committees of Council:

a) Statutory Committees

- Executive Committee (as determined by Council).
- Audit and Risk Committee (as prescribed and mandated in the Public Finance Management Act (PFMA) – this has NOT been put in place by SACLAP as the issue around PFMA compliance has not been fully resolved).

b) Committees of Council

SACLAP has various committees that are chaired by Council members but volunteers serve on the various committees. The committees of Council are as follows:

- Finance.
- Professional Practice.
- Registration.
- Education.

10.2. Executive Committee (EXCO)

In terms of the Act, the Council may hold meetings as and when necessary, with a minimum of four in each financial year. The Council has agreed that these four (4) meetings will be two (2) full Council meetings and two (2) EXCO meetings. The EXCO's purpose is as follows:

1. Ensure that the resolutions of the full Council meetings are carried out.
2. Consider any matter delegated to it by the Council, and advise the Council in connection therewith.
3. Tracks progress of the work of the various Committees of Council.

10.3. Finance Committee

The finance committee focuses on delivering on all the financial aspects as set out in the Act and that also relate to good corporate governance. Typically this includes, but is not limited to:

1. Determining the rates payable for various services that SACLAP provides.
2. Overseas the fiscal management of the Council e.g. budgeting, tracking against the budget etc.
3. Reviews and decides on the procurement processes undertaken.
4. Prepares and reviews policies and procedures relating to such for Council approval.

In the future, this committee will be charged with overseeing the implementation of the SACLAP Strategic Plan and Annual Performance Plan.

10.4. Professional Practice Committee

The professional practice committee focuses on delivering on all the related aspects as set out in the Act. Typically this includes, but is not limited to:

1. Matters around CPD.
2. Matters relating to the VAs.
3. Matters around professional conduct including the code of conduct.

4. Disciplinary and appeals matters.
5. The development of new registration categories.
6. Prepares and reviews policies and procedures relating to the above for Council approval.

10.5. Registration Committee

The registration committee focuses on delivering on all the registration aspects as set out in the Act. Typically this includes, but is not limited to:

1. Reviewing of applications.
2. Confirming candidate eligibility to undertake the professional registration assessment process.
3. Undertaking the professional registration assessment process.
4. Setting up a panel to undertake the recognition of prior learning (RPL) process in terms of processing applications and assessment thereof.
5. Establishing and reviewing core competency criteria for the various registration categories in conjunction with the Education Committee.
6. Appointing independent professionals to assist with appeals processes relating to registration.
7. Prepares and reviews policies and procedures relating to such for Council approval.

10.6. Education Committee

The education committee focuses on delivering on all the education aspects as set out in the Act. Typically this includes, but is not limited to:

1. Setting education standards for the feeder programmes to professional registration categories.
2. Establishing Accreditation Procedures.
3. Appointing Accreditation Review Panels to undertaking accreditation visits and overseeing the outcome process.
4. Assisting Institutions with programme amendments and re-curriculum.
5. Prepares and reviews policies and procedures relating to such for Council approval.

PART C: LINKS TO OTHER PLANS

11. Links to other plans

In this section SACLAP sets out the links to other plans and initiatives that the Council contributes to or participates in.

11.1. Interrelationship between DPW, CBE and SACLAP

SACLAP is a statutory body that arises from an Act of parliament through the Ministry of Public Works. Through this linkage it is compulsory for SACLAP to support the objectives of the Office of the Minister. In line with this, SACLAP contributes as follows:

Table 8: Summary table of the responses to the various initiatives between DPW, CBE and SACLAP

DPW Policy Priorities	CBE INPUT TO DPW	SACLAP contribution
Increasing the energy efficiency of government owned businesses.	Number of MoA's on incorporating health & safety, environmental sustainability, labour intensive construction and the Integrated Database Management System (IDMS) into the BE academic curricula.	SACLAP has signed the accord relating to the health & safety aspect.
Implementation of labour intensive methods.	Number of initiatives to promote labour intensive construction practices in the built environment projects.	SACLAP has met with the relevant department within DPW and through the seconded landscape architect, provided extensive input into the revision of the latest guidelines for infrastructure projects.
Provide expert advice to government, the Department of Public Works, and the Presidential Infrastructure Coordinating Committee (PICC).	a) Number of high demand skills professions categories developed for SIPs. b) Number of initiatives on BE professionals employed at municipal, provincial and national departments and SOEs c) Number of initiatives to support infrastructure delivery in the public sector	To date, SACLAP has not featured in these deliberations as the focus has always been on engineering. The valuable contribution that the landscape professions can make in this regard has been underestimated.
Transformation of the BE	a) Number of students enrolled on the Maths and Science support programme b) Number of candidates/BE graduates placed for workplace training c) Number of interns placed for workplace training	SACLAP is committed to the CBE Transformation model. The CBE has established a Transformation Task Team and invited the BEPCs to join. The BEPCs can nominate one representative on behalf of all 6 BEPCs.

11.2. Risk Management Plan

Section 51(1)(a)(i) of the PFMA requires management to take positive steps to identify and mitigate risks to which the public entity may be exposed through the development of effective, efficient and transparent systems of internal controls. To date, SACLAP has not fulfilled this aspect of the PFMA compliance, mainly due to the cost related to this specific aspect and the internal expertise that it would require. The cost relates to the establishment of an internal audit and risk committee.

11.3. Fraud Prevention Plan

The CBE has a Fraud Prevention Plan and Policy, which is updated annually. The SACLAP has taken cognisance of this plan, and has agreed to align itself with it, but to date has not undertaken proactive measures towards this.

PART D: THE SUSTAINABILITY FACTOR

12. The Current Situation

12.1. Academic Environment of the Landscape Architectural Profession

Currently SACLAP only registers individuals with a background in landscape architecture as set out in Section 18 of the Act.

The accredited feeder programmes to the landscape architectural categories of registration are as follows and indicate the student numbers year on year:

Table 9: Feeder Programmes and Student Numbers

Program name	Total number of students per program				
	2012	2013	2014	2015	2016
Cape Peninsula University of Technology (CPUT)					
NATIONAL DIPLOMA - undergraduate (NQF 6)	89	82	90	111	124
Yr 1 Landscape Technology (1+2)	53	45	42	32	48
Yr 2 Landscape 3A	20	20	25	23	26
Yr 3 Landscape 3B	16	17	23	56	50
BTECH (NQF 7)					
Yr 4 Btech Landscape Technology	2	3	3	8	11
University of Pretoria (UP)					
Undergraduate (NQF 7)	62	57	57	57	45
BSC Landscape Architecture 1st year	19	24	22	20	12
BSC Landscape Architecture 2nd year	16	16	20	16	16
BSC Landscape Architecture 3rd year	27	17	15	21	17
Post graduate	24	25	28	27	20
BL Hons (NQF 8)	15	14	11	10	9
ML Landscape Architecture (NQF 9)	9	9	12	7	7
ML by reasearch		2		6	2
PhD: Landscape Architecture	0	0	5	4	2
University of Cape Town (UCT)					
Post graduate (NQF 9)	18	15	10	11	18
First year MLA	9	6	5	8	12
Second year MLA	9	9	5	3	6

It is anticipated that there will be no significant change in terms of the feeder programmes that will assist SACLAP in increasing its sustainability within the next three to five (3 – 5) year period. However, at the end of the year 2019, CPUT will have its first outcome in a new programme in Landscape Architectural Technology and it is anticipated that if the trend remains as above, then the candidate landscape architectural technologist numbers will see an increase after this.

It should be noted from the table above that the positions available for landscape architecture students, particularly at UP and UCT are very limited. Despite the limited seats available, the Institutions appear to struggle to fill the programmes

12.2. Current SACLAP Register

The Register of SACLAP has grown slowly but steadily over the years. The growth in terms of the number of Registered Persons is as follows:

Table 10: Growth in Registration Numbers over the past few years

31 March of each year	2008	2009	2010	2011	2012	2013	2014	2015	2016
Professional Landscape Architect	104	114	122	126	133	145	152	156	160
Candidate Landscape Architect	23	18	34	34	34	32	38	40	44
Professional Landscape Architectural Technologist	2	2	4	5	9	8	11	11	15
Candidate Landscape Architectural Technologist	4	8	8	17	16	24	24	26	26
Professional Landscape Architectural Technician	0	0	0	0	0	1	3	3	3
Candidate Landscape Architectural Technician	0	8	3	5	6	1	1	1	1
Professional Landscape Architectural Assistant	0	0	0	0	0	0	1	1	1
Candidate Landscape Architectural Assistant	0	0	0	0	0	0	0	0	0
Total No. of Professionals	106	116	126	131	142	154	167	171	179
Total No. of Candidates	27	34	45	56	56	57	63	67	71

12.3. Inclusion of the Landscape Management Profession

SACLAP has, since 2010 been working on expanding its base of registered persons. The group of individuals that sought a mechanism to register were the landscape contractors. Through an extensive process the Landscape Management Profession arises as of 6 November 2016 when the registration categories for this profession are gazetted for implementation.

In terms of this profession, it is anticipated that there will be new feeder programmes from the following institutions:

- Cape Peninsula University of Technology
- Tshwane University of Technology
- Durban University of Technology
- University of South Africa

These Institutions will need to confirm that they wish to accredit their programmes with SACLAP as feeder programmes to the Landscape Management Profession. It should be noted that potential feeder programmes only go to NQF level 7 currently and will need to be expanded to higher NQF levels over time. Provision for this has however been made in terms of the ability of individuals to register accordingly with SACLAP.

13. Growth of SACLAP

The table below aims to anticipate the growth of SACLAP in terms of the Landscape Architectural and Landscape Management Profession.

Table 11: Anticipated Growth of Registered Persons within SACLAP

Total Registered Persons			275	365	515	682	907	1,151	1,375
Total Pr			204	248	297	363	487	630	753
total Ca			71	117	218	319	420	521	622
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
	Unit	Quantity	Quantity	Quantity	Quantity	Quantity	Quantity	Quantity	Quantity
1	Registered Persons								
1.1	Landscape Architectural Profession								
1.1.1	Applicable only to the LA categories								
a	Professional Registration Fees		179	189	203	217	233	268	303
	Professional Landscape Architect	individuals	160	165	171	177	183	189	195
	Professional Senior Landscape Architectural Technologist	individuals	-	-	2	3	4	4	4
	Professional Landscape Architectural Technologist	individuals	15	20	26	32	38	64	90
	Professional Landscape Architectural Technician	individuals	3	3	4	5	8	11	14
	Professional Landscape Architectural Assistant	individuals	1	1					
b	Candidate Fees of those in the system		71	108	134	160	186	212	238
	Candidate Landscape Architect	individuals	44	62	72	82	92	102	112
	Candidate Senior Landscape Architectural Technologist	individuals	-	-	5	10	15	20	25
	Candidate Landscape Architectural Technologist	individuals	26	44	54	64	74	84	94
	Candidate Landscape Architectural Technician	individuals	1	2	3	4	5	6	7
1.1.2	Applicable only to the LA categories that either upgrade or apply in the coming years								
a	Professional Registration Fees								
	Professional Landscape Architect	individuals	5	6	6	6	6	6	6
	Professional Senior Landscape Architectural Technologist	individuals	-	2	2	3	3	3	3
	Professional Landscape Architectural Technologist	individuals	5	6	6	26	26	26	26
	Professional Landscape Architectural Technician	individuals	-	1	1	3	3	3	3
	Professional Landscape Architectural Assistant	individuals	-	-	-	-	-	-	-
b	Candidate Fees - new applications								
	Candidate Landscape Architect	individuals	18	10	10	10	10	10	10
	Candidate Senior Landscape Architectural Technologist	individuals	-	5	5	5	5	5	5
	Candidate Landscape Architectural Technologist	individuals	18	10	10	10	10	10	10
	Candidate Landscape Architectural Technician	individuals	1	1	1	1	1	1	1
1.1.3	CBE levies - LA profession								
a	Professionals	individuals	189	204	218	255	271	306	341
b	Candidates	individuals	108	134	160	186	212	238	264
1.2	Registration Assessment Process - Landscape Architectural Profession								
1.2.1	Landscape architectural profession								
a	Candidate workshop	individuals	20	20	20	20	20	20	20
b	New applications	individuals	36	36	36	61	61	61	61
c	Registration interviews - LA profession	individuals	8	8	8	8	8	8	8
d	Professional Registration Exam Fees	individuals	14	15	15	15	15	35	35
e	Education levy (for ILASA bursary Fund)	individuals	189	201	215	249	265	300	335
1.3	Sundry Items for the LA profession								
a	Letters of good standing	ea	5	10	10	15	15	20	20
b	Issuing of lost certificates	ea	5	5	5	5	5	5	5
c	CPD review of 5 year cycle - LA	individual	14	8	15	5	115	30	10
1.4	Landscape Management Profession								
1.4.1	Applicable only to the LM categories								
a	Professional Registration Fees		25	59	94	146	254	362	450
	Professional Landscape Manager	individuals	25	42	59	81	104	127	140
	Professional Senior Landscape Manager	individuals	-	-	2	2	2	2	2
	Professional Landscape Technologist	individuals	-	17	34	59	129	200	260
	Professional Landscape Technician	individuals	-	-	-	3	18	33	48
b	Candidate Fees of those in the system		-	9	84	159	234	309	384
	Candidate Landscape Manager	individuals	-	3	8	13	18	23	28
	Candidate Senior Landscape Technologist	individuals	-	-	-	-	-	-	-
	Candidate Landscape Technologist	individuals	-	3	58	113	168	223	278
	Candidate Landscape Technician	individuals	-	3	18	33	48	63	78
1.4.2	Applicable only to the LM categories that either upgrade or apply in the coming years								
a	Professional Registration Fees								
	Professional Landscape Manager	individuals			6	6	6	6	6
	Professional Senior Landscape Manager	individuals			2	3	3	3	3
	Professional Landscape Technologist	individuals			6	31	31	31	31
	Professional Landscape Technician	individuals			1	3	3	3	3
b	Candidate Fees - new applications								
	Candidate Landscape Manager	individuals	3	5	5	5	5	5	5
	Candidate Senior Landscape Technologist	individuals							
	Candidate Landscape Technologist	individuals	3	55	55	55	55	55	55
	Candidate Landscape Technician	individuals	3	15	15	15	15	15	15
1.4.3	CBE levies								
a	Professionals	individuals	25	59	109	189	297	405	493
b	Candidates	individuals	9	84	159	234	309	384	459
1.5	Registration Assessment Process - Landscape Management Professions								
1.5.1	Landscape Management Profession								
a	Candidate workshop	individuals							
b	New applications	individuals	34	117	117	117	117	117	92
c	Registration interviews - LM profession	individuals		42	42	42	42	42	17
d	Professional Registration Exam Fees	individuals		-	5	38	38	38	38
e	Education levy	individuals	25	59	94	146	254	362	450
1.6	Sundry Items for the LM Profession								
a	Letters of good standing	ea		5	10	15	15	20	20
b	Issuing of lost certificates	ea		5	5	5	5	5	5
c	CPD review of 5 year cycle - LM	individual						25	59

13.1. Assumptions

- i. The increase in the landscape architectural profession is based on the trends seen over the past five years, as there is not an increase in the feeder programmes in the foreseeable future. It is therefore assumed that the status quo in terms of numbers of students will by enlarge remain as per the current trend.
- ii. The undergraduate programme of UP is under threat due to the low student intake. Indications are that it could be suspended in the foreseeable future. The potential closing of the programme has been taken into account with the assumption that the CPUT landscape architecture undergraduate programme/s will act as replacement.
- iii. The CPUT student outcome for the undergraduate programme shows that it should be better than that of UP and a significant increase in candidate numbers should occur at the academic outcome at the end of 2019 as reflected. It is assumed that only 40% of such will remain in the landscape architectural profession.
- iv. The landscape management intake in 2016 reflects the "grandfathers" (the South African Landscapers Institute (SALI) advised that there are 29 and it has been assumed that not all will accept). The candidate applications are an estimate as no sound data is available at this stage.
- v. The CPUT student outcome for the undergraduate programme is assumed to only contribute 40% of such to the landscape management profession.
- vi. In terms of the landscape management candidates for 2017, the following is assumed, based on the student numbers:
CPUT = 20
TUT = 15
General = 20
This may be too conservative but can be updated once the DUT and UNISA student numbers have been confirmed.
- vii. The candidate numbers for the landscape management profession are conservative as there may be some individuals that would rather register with the Parks Practitioners as and when this category is created.
- viii. The landscape management technicians' numbers are estimates, as no sound basis to anticipate a response to this new registration category can be made.
- ix. In 2019/2020 the first landscape management candidates will come through the professional registration assessment process as "standard candidates" and not from a RPL process.
- x. The SALI (Landscape Management Profession' future VA) advised that there are 120 principle companies listed as members, it is assumed that two (2) individuals can register per company over the next five (5) years, therefore the tapering off of RPL in 2022/2023.
- xi. In terms of the taking up of the Professional Registration Assessment Process for the landscape management profession, it has been assumed that only 50% of all candidates will undertake such each year.
- xii. The RPL outcome in the coming years has been apportioned 40% to the Pr LM, 40% to the Pr La Techno and 10% remaining as candidates.
- xiii. For the professional registration assessment process for the landscape management, a pass rate of 60% has been assumed in terms of the individuals upgrading from candidate to professional and allocated to the Pr La Techno category.

14. The Anticipated Breakeven Point

Currently SACLAP, due to low numbers, had an operational deficit projected this currently being covered through the assistance provided to SACLAP by the DPW as follows:

Table 12: Current Financial Assistance from DPW

	2015/2016	2016/2017	2017/2018
Amount	R 331 000.00	R 170 000.00	R 110 000.00

In order to meet the objectives of this Strategic Plan, the financial assistance would need to be increased significantly in order to bring about the growth that SACLAP needs to achieve in order to become sustainable. It is anticipated, as reflected in the table above, that a significant growth can be expected during the course of the next 1 to 2 financial years. However, due to the mandates of the Act, and the need to grow towards a sustainable Council expenditure continues to be exceeded as follows:

Table 13: Projected shortfall for the medium term

	2017/18 Budget	2018/19 Budget	2019/20 Budget	2019/20 Budget
Projected Income	R1 800 000.00	R2 100 000.00	R2 700 000.00	R3 700 000.00
Projected Expenditure	R3 600 000.00	R3 600 000.00	R3 700 000.00	R4 600 000.00
Total	(R1 800 000 00)	(R1 500 000 00)	(R1 000 000 00)	(R900 000 00)

As income resulting from increased number of registration escalates, the expenditure related to resources required to process registration, would also increase but should do so at a lower trajectory resulting in a decrease in the margin of non-profitability as reflected above. There is thus an anticipated considerable shortfall in the budget for the foreseeable future.

In line with the projections above and in terms of the anticipated increase in registered persons, the expected breakeven point will be just beyond the medium term, namely between five to seven (5 – 7) years. This however is largely dependent on:

- i. the ability of SACLAP to drive the increase of its registration numbers significantly over the foreseeable future, and
- ii. the projections above may vary, allowance is to be made for an annual review of the projection for the next financial year by a date as advised by DPW,
- iii. a guarantee that the financial assistance will be received in the order projected and timeously on a year one year basis in so as to capacitate SACLAP to undertake this growth curve until the breakeven point has been reached.

In accordance with the above projections the financial assistance required to achieve the anticipated sustainability would be in the order of the shortfall identified in table 13 above (a detailed breakdown can be made available on request). The challenge is that the future is accounted for as best possible but provision needs to be made for unforeseen expenditure that may arise such as disciplinary hearings, further engagements with the Competition Commission etc. For this reason, the suggestion is made above for an annual review well in advance of the next financial year and is to be advised by the DPW.

In line with the current financial assistance received, SACLAP will continue to undertake the quarterly reporting in line with the approved Annual Performance Plan for the given financial year.

15. Conclusion

SACLAP undertakes to remain dedicated to the mandates of the Act, and the purpose thereof, namely the protection of the public. It will continue to work closely with the DPW and the CBE in terms of contributing to the national outcomes as well as the objectives of the Department.

SACLAP looks forward to engaging with all its stakeholders in bring about and growing the landscape professions.