

STRATEGIC PLAN

2025/26 - 2029/30



Working Together to Enhance the Natural Scientific Professions



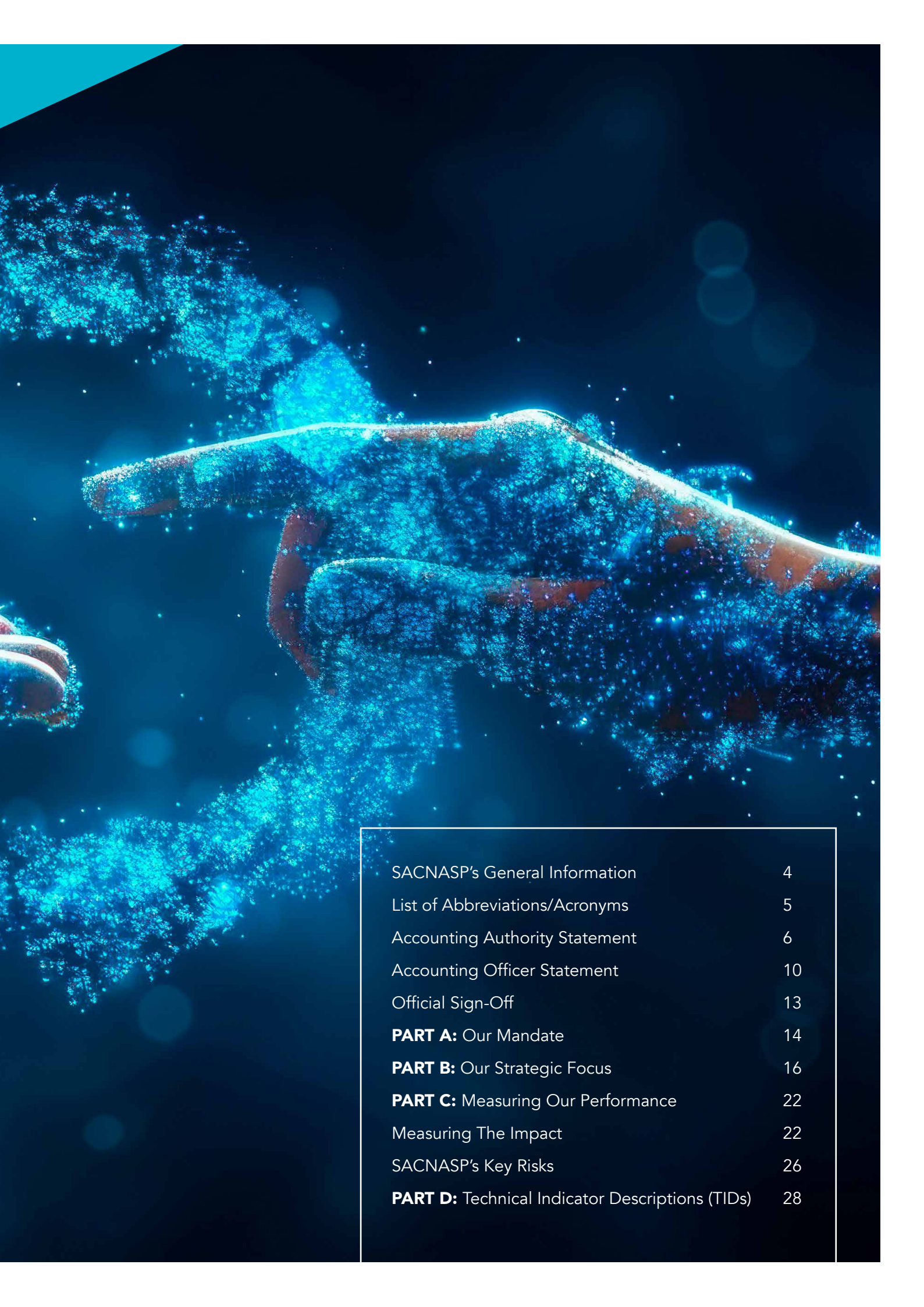
science, technology
& innovation

Department:
Science, Technology and Innovation
REPUBLIC OF SOUTH AFRICA

SACNASP
South African Council for Natural Scientific Professions
Integrity in science



TABLE OF CONTENTS



SACNASP's General Information	4
List of Abbreviations/Acronyms	5
Accounting Authority Statement	6
Accounting Officer Statement	10
Official Sign-Off	13
PART A: Our Mandate	14
PART B: Our Strategic Focus	16
PART C: Measuring Our Performance	22
Measuring The Impact	22
SACNASP's Key Risks	26
PART D: Technical Indicator Descriptions (TIDs)	28

GENERAL INFORMATION

REGISTERED NAME

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EXTERNAL AUDITOR

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BANK

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BOARD SECRETARY

Mr Tumiso Machete (Acting)

FIELDS OF PRACTICE



LIST OF ABBREVIATIONS/ACRONYMS

AU	African Union
CMP	Candidate Mentoring Phase
CPD	Continuing Professional Development
DSTI	Department of Science, Technology, and Innovation
ESIED	Economic Sectors, Investment, Employment, and Infrastructure Development
GRPBMEAF	Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework
HEIs	Higher Education Institutions
ICT	Information and Communication Technology
MTDP	Medium-Term Development Plan
NDP	National Development Plan: Vision 2030
NSF	National Skills Fund
NSP	Natural Scientific Professions
PAC	Professional Advisory Committee
SAASTA	South African Agency for Science and Technology Advancement
SADC	South African Development Community
SACNASP	South African Council for Natural Scientific Professions
SETA	SETA Sector Education and Training Authority
SGCs	Societal Grand Challenges
SOAR	Strengths, Weaknesses, Opportunities and Results
SO - OG	Strategic Outcome-Orientated Goals
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology, and Innovation
TEPRESTRE	Technological, Economic, Political, Regulatory, Environmental, Social, Technological, Resources, Ethical
VA	Voluntary Association
WYPD	Women, Youth, and Persons with Disabilities



Prof Khathutshelo Nephawe *Pr.Sci.Nat.*
Chairperson of the SACNASP Council

ACCOUNTING AUTHORITY STATEMENT

On behalf of the Council, it is my pleasure to present the Strategic Plan for the period 2025-30. This plan has been developed in alignment with our institution's core mandate and is driven by our commitment to supporting and advancing the national priorities as set forth by the government.

SACNASP's renewed vision of, "**Ethical mastery, environmental stewardship, and excellence** in the Natural Scientific Professions for a **transformed and thriving society**", captures the institution's aspirations and sets the course for its next strategic phase. The key outcomes outlined in this vision are reflected in the following principles:

Ethical Mastery – Realised through our commitment to professionalising Natural Science Professionals (NSPs) across both government and industry.

Environmental Stewardship – Reinforced by our strict enforcement of the Code of Conduct, ensuring responsible and sustainable scientific practices.

Excellence – Fostered by our commitment to Continuing Professional Development and lifelong learning, cultivating a culture of innovation and expertise.

The ultimate impact is a **transformed and thriving society**, where science serves as a powerful driver for progress and sustainability, while leaving no one behind.

The development of this Strategic Plan is rooted in the following key focus areas, which serve as the foundation for our strategic objectives.



These focus areas are fundamental to SACNASP's short, medium, and long-term goals, guiding our efforts towards sustainable progress while ensuring alignment with the government's broader strategic objectives as outlined in the Statement of Intent (SOI). The strategic plan supports the National Development Plan (NDP): Vision 2030 and is aligned with the Medium-Term Development Plan (MTDP).

It is also aligned to the Africa Agenda 2063, a strategic framework for Africa's development over the next 50 years that was adopted by the African Union (AU) in 2015. The plan's goal is to transform Africa into a global powerhouse through sustainable and inclusive development.

SACNASP is committed to institutionalising the priorities outlined in the MTDP by integrating its three strategic priority areas into the Council's core functions. This approach seeks to ensure that the natural sciences sector effectively supports national development goals through fostering growth and innovation.

To achieve this, SACNASP focuses on strategic integration by embedding key priorities including transformation, professional development, ethical conduct, and science communication into its strategic and operational plans. This alignment as outlined in *table 1* ensures that the Council's efforts resonate with the broader objectives of the MTDP.

Promoting inclusivity is a cornerstone of SACNASP's strategy, as it strives to advance diversity within the natural scientific professions sector. This involves supporting underrepresented groups, thereby fostering an equitable and inclusive environment for all natural science professionals.

In parallel, the organisation addresses skills shortages through initiatives such as the Continuing Professional Development (CPD), equipping professionals to meet evolving sectoral needs.

Collaboration with key stakeholders is another vital component of SACNASP's approach. By partnering with international, regional, and local stakeholders, the Council will enhance its influence and create increased learning opportunities for natural science professionals. This will provide increased global exposure, skills development, and capacity building for students, graduates, and professionals, contributing to a competitive and innovative workforce.

These strategic partnerships amplify SACNASP's ability to drive impactful changes within the sector. Additionally, by empowering natural science professionals, SACNASP is committed to addressing critical global challenges, such as climate change, access to sustainable energy, and dwindling natural resources.

Accountability remains central to SACNASP's mission. The Council upholds ethical standards and regulatory compliance, with a strong emphasis on good governance to maintain trust and integrity.

By embedding these priorities into its strategic and annual performance plans, SACNASP ensures that natural science professionals play a meaningful role in advancing the MTDP's goal of job creation, reducing poverty and creating a capable, ethical, and developmental state.

SACNASP also strategically aligns with the Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework (GRPBMEAF) by prioritising the upskilling and empowerment of Women, Youth, and Persons with Disabilities (WYPD). This is achieved by:

- Ensuring that all policies and programmes benefiting WYPD are systematically planned, adequately funded, effectively implemented, and rigorously monitored, evaluated, and audited in line with GRPBMEAF.
- Developing targeted, mainstream programmes for WYPD, with disaggregated data captured through specific technical indicators to drive informed decision-making and measure impact.

ALIGNMENT TO THE MEDIUM-TERM DEVELOPMENT PLAN

Table 1 Alignment to MTDP

MTDP Strategic Priority	SACNASP Strategic Priorities	Key Interventions
Drive inclusive growth and job creation.	To advance the professional development and transformation of the natural scientific professions through lifelong learning programmes.	Strategic Training Collaboration: Forge and strengthen partnerships to develop targeted, industry-relevant training programmes that drive employment opportunities in the natural sector. Enhanced Mentorship Programmes: Connecting experienced professionals with early-career scientists to foster knowledge transfer, skills development, and career progression. Tailored lifelong learning programmes for professional growth: Create and deploy digital learning platforms that offer on-demand training tailored to different career stages and emerging industry needs.
Drive inclusive growth and job creation.	To foster strategic partnerships and collaborations to advance the natural scientific professions.	Policy Engagement and Advocacy: Strengthen communication channels with government and policymakers to shape and influence policies that support the growth of the natural science sector. Regional Partnerships: Foster and grow relationships within the Southern African Development Community (SADC) and the African Community. International Exchanges: Foster collaborations with global scientific organisations for knowledge exchange and joint initiatives.
Reduce poverty and tackle the high cost of living.	To advance the professional development and transformation of the natural scientific professions through lifelong learning programmes.	Establishment of the SACNASP Natural Scientific Professions Academy. Develop and launch a learning hub to provide accessible, industry-aligned training and upskilling opportunities for natural science professionals. Partnership with the department of Women, Youth and Persons with Disabilities: Develop and implement targeted lifelong learning programmes to enhance opportunities and improve the lives of WYPD.

MTDP Strategic Priority	SACNASP Strategic Priorities	Key Interventions
A capable, ethical, and developmental state.	Increase the number of registered natural science professionals, ensure greater retention, and enhance the efficiency of the registration process.	Robust registration system: Streamline the registration process by employing digital tools and solutions. Support professionalisation of the public sector: Drive the presidential directive for professionalising the public sector aimed at increasing registration numbers particularly from government officials. Science promotion and popularisation: Organise outreach campaigns to promote the profession and the benefits of professional registration (value proposition).
	To ensure high professional and ethical standards for natural science professionals.	Practice notes: Issue practice notes on natural science matters and conduct educational campaigns on ethical conduct and professionalism for natural science professionals.
	To enhance, promote and contribute to the natural scientific professions through science communication and engagement.	Advisory notes: Publish advisory notes to provide guidance, recommendations, or information on matters of national development. Science engaged citizenry: Host science engagement events to engage the public and natural science professionals, ensuring a science-engaged citizenry and promoting science popularisation.

As the Council, we have a responsibility to ensure that the MTDP strategic priorities remain central to our strategic planning process and are effectively translated into actionable objectives. We will continue providing direction and oversight to ensure our strategic priorities and policies are implemented effectively.

This Strategic Plan reflects our dedication to delivering impactful, measurable outcomes and addressing the challenges and opportunities that lie ahead for SACNASP.

In endorsing this Strategic Plan, we reaffirm our commitment to its full implementation. With the collective efforts of our leadership, staff, and stakeholders, we are confident that we will achieve our strategic goals and continue to drive positive change in line with our mandate and national priorities.

The Council expresses its appreciation to the Minister of Science, Technology and Innovation, Prof. Blade Nzimande MP, the Deputy Minister Ms Nomalungelo Gina MP, the DSTI and programme four team, the CEO and staff, and all the VAs and scientists who are crucial to the value chain of working towards a growing economy and scientific excellence.



Prof Khathutshelo Nephawe Pr.Sci.Nat.
Chairperson of the SACNASP Council
16th January 2025



Dr Nompumelelo Obokoh *Pr.Sci.Nat*
SACNASP CEO

ACCOUNTING OFFICER STATEMENT

As the CEO of SACNASP, I am excited to share an overview of the bold strategic direction we are set to pursue over the next five years. This pivotal period will solidify SACNASP's mandate, accelerate progress in the natural scientific professions, expand our impact both locally and internationally, and drive sustainable growth that shapes the future of science and society.

CONTEXT FOR 2025-2030

We are navigating a rapidly evolving global landscape, where climate change, food security, biodiversity loss, and economic recovery demand innovative and science-driven solutions. In South Africa, the 2019 White Paper on Science, Technology, and Innovation highlights key societal grand challenges (SGCs) that need to be addressed, alongside the President's emphasis on building a capable, ethical, and developmental state. The professionalisation of the public sector has become a national imperative with good governance, transparency, and effective service delivery as the foundation.

In parallel, we are witnessing unprecedented advancements in the science, technology, and innovation (STI) domain, including digital transformation, artificial intelligence, and sustainable innovation. These developments present SACNASP with an opportunity to position itself as a leader in the professionalisation of the public sector within the natural sciences. By doing so, SACNASP can ensure that natural science professionals are well-equipped to drive positive change and contribute to the nation's socio-economic goals.



POSITIONING SACNASP FOR THE FUTURE

SACNASP is uniquely positioned to leverage these global and local shifts by playing a pivotal role in the professionalisation of the natural sciences through registration, regulation, lifelong learning, and upholding ethical conduct while promoting the essential role and impact of natural science professionals in national development.

Over the next five years, we plan to expand our regulatory framework and provide enhanced guidance and support to natural science professionals across diverse fields of practice. We will emphasise their contributions to critical national priorities, such as sustainable resource management, environmental protection, and technological innovation.

Strategic partnerships with local, regional, and international stakeholders, will play a key role in driving transformation, particularly through empowering women, youth, and persons with disabilities, thereby ensuring inclusivity within the profession. Building on the initiatives established with the China Association of Science and Technology (CAST), these partnerships will foster international exchanges and accelerate progress in building a dynamic, inclusive, and impactful natural science sector.

ACHIEVEMENTS 2020-2025

During 2020-2025 period, SACNASP successfully achieved six of its strategic objectives, while the remaining four are on track for completion by the end of Quarter 4 of the 2024/25 financial year. These accomplishments reflect our commitment to

the four focus areas of our mandate: **Registration, Enabling, Advising, and Regulation (R E A R)**. Each milestone underscores our dedication to upholding professional standards within the natural science sector, empowering professionals, and contributing to national development.

The publication and launch of SACNASP's two reports offer the government and relevant stakeholders' invaluable insights into the natural science sector, highlighting its pivotal role and the challenges it faces. These reports not only inform critical issues, but also present actionable solutions, empowering the government to shape policy decisions that address current needs.

The reports identified key areas for SACNASP to focus on. These are:

- Collaboration across sectors — government, academia, industry, and professional bodies.
- Equipping future professionals with relevant skills through improved education and practical experience to meet evolving industry requirements.
- Building an inclusive profession by addressing inequalities and fostering gender equity.
- Encouraging entrepreneurship and new ventures in the natural sciences.
- Securing adequate resources and funding will be pivotal in enabling progress and ensuring the profession remains vibrant and future-ready.

Creating an environment for lifelong learning empowers natural science professionals by equipping them with the skills and knowledge necessary to address evolving challenges. It fosters a culture of innovation and adaptability, enabling natural science professionals to apply innovative techniques, leverage

innovative technologies, and contribute to impactful research and solutions. The transformation of natural science professionals participating in the CMP and student enrolment fosters diversity, equity, and inclusivity. This transformation addresses historical inequities, promotes social justice, and builds a more representative workforce that mirrors the communities it serves.

SACNASP's inaugural internal audit and institutional review laid a solid foundation for ongoing improvement and excellence in governance. These milestones reflect our steadfast dedication to accountability, transparency, and optimising operational efficiency. The continuation of the annual internal audit process establishes a culture of regular self-assessment to enable the identification and mitigation of risks while fostering operational efficiency. The institutional review provided a comprehensive assessment of the Council's structure, processes, and performance, generating actionable insights for strategic growth and enhanced service delivery. Together, these practices empower the Council to adapt, innovate, and maintain stakeholder trust.

Additionally, SACNASP has proudly maintained unqualified audits for four consecutive years, underscoring its sound financial management and strong commitment to excellence.

THE PATH FORWARD

With our new Strategic Plan for 2025-2030, SACNASP renews its dedication to further advancing our mission and delivering impactful results. We will continue to drive and prioritise the professionalisation of the public sector within the natural sciences, ensuring that natural science professionals play a critical role in shaping a more capable and sustainable future for South Africa. Over the next five years, our work will focus on expanding our influence, fostering public-private partnerships nationally, regionally, and internationally, and contributing to the overall vision of a developmental state that prioritises knowledge-driven growth, inclusivity, and resilience.

I extend my heartfelt gratitude to the Minister of Science, Technology, and Innovation, Prof. Blade Nzimande; the Deputy Minister, Ms. Nomalungelo Gina, the DSTI and programme four team, the Council Chair and members, the dedicated staff of SACNASP, and all the Voluntary Associations and registered natural science professionals. Your collective contributions are crucial to advancing scientific progress and enhancing the interconnected efforts that drive economic growth.



Dr Nompumelelo Obokoh Pr.Sci.Nat.

SACNASP CEO

16th January 2025

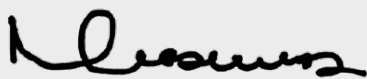
OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the SACNASP under the guidance of Department of Science, Technology, and Innovation.
- Considers all the relevant policies, legislation, and other mandates for which SACNASP is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which SACNASP will endeavour to achieve over the 2025/26 period.



Mr Terrence Mangalana
Finance Manager



Dr Nompumelelo Obokoh Pr.Sci.Nat.
Chief Executive Officer of SACNASP



Prof Khathutshelo Nephawe Pr.Sci.Nat.
Chairperson of the SACNASP Council

Executive Authority

Approved by:



Minister Prof Blade Nzimande
Minister of Higher Education, Science and Innovation

PART A

OUR MANDATE

CONSTITUTIONAL MANDATE

There is no specific constitutional provision for SACNASP.

LEGISLATIVE AND POLICY MANDATE

EXECUTIVE MANDATE

The South African Council for Natural Scientific Professions (SACNASP), under the leadership of the Minister of Science, Technology and Innovation as the Executive Authority, was established by the Natural Scientific Professions Act 27 of 2003 (NSP Act No. 27 of 2003), as amended by the Science and Technology Laws Amendment Act (Act No. 7 of 2014). Together with other relevant legislation and various applicable policies, SACNASP is mandated to register natural science professionals and regulate their professional conduct with the overarching goal of ensuring accountability and upholding ethical standards.

LEGISLATIVE MANDATE

The Council, as the Accounting Authority, is mandated to implement the provisions of the NSP Act, Act No. 27 of 2003, under the oversight of its Executive Authority. In terms of section 18 (2) of the NSP Act, a person may not practise in any of the fields of practice listed in Schedule 1 of the Act unless he or she is registered in a category mentioned in subsection 18 (1) of the NSP Act:

- Only a registered person may practise in a consulting capacity (section 20).
- In line with the voluntary association (VA) framework approved by the Director General, the Council must prescribe the requirements with which a VA must comply to qualify for recognition by the Council (section 26 (2)).
- The Council must after consultation with the Director General and VA and registered persons, draw up a code of conduct for registered persons (section 28 (1)).

REVISIONS TO THE NATURAL SCIENTIFIC PROFESSIONS (NSP) ACT (NO. 27 OF 2003)

The Natural Scientific Professions (NSP) Act (No. 27 of 2003) revisions are aimed at enhancing clarity and ensuring their continued relevance in the professionalisation of natural sciences. The proposed amendments in the 2019 NSP Bill include several key improvements to strengthen the regulatory framework, as outlined below:

a) Providing clarity on the mandatory nature of registration

- Identification of individuals to whom registration applies,
- Redefinition of the term “practice” in its contextual framework,
- Application and the scope of the Act, and
- Ensuring consistency in how these elements are expressed throughout the Act.

b) Bolstering the Regulatory mandate of SACNASP and providing powers to the Minister

- Strengthening regulatory component for effective oversight of unregistered natural science professionals by the Council.
- Regulations to allow the Minister to gazette new fields of practice and registration categories.
- Enhancing responsiveness of SACNASP to evolving professional needs, transdisciplinary education, transformation, and inclusivity.
- Alignment with objectives of the decadal plan and the National Development Plan.

c) Alignment and benchmarking with other government Entities

The 2003 NSP Act would be repealed, and a new Act would bring registration and regulation of natural science professionals in line with the current legislative environment and best practices in Government.

The DSTI and SACNASP intend to have the 2019 NSP Bill passed into Law in the early half of the Strategic Plan period.

INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD.

SACNASP's strategic planning is an ongoing process involving its Council, government, and key stakeholders and is aligned with government priorities and regulatory frameworks. The strategy is informed by national policies specifically the National Development Plan (NDP) Vision 2030 and the Medium-Term Development Plan (MTDP) 2024-2029. Within this evolving national and global context, SACNASP is well-positioned to play a critical role in strengthening the natural sciences.

This Five-year Strategic Plan focuses on advancing SACNASP's core thematic areas:

- **Registration:** Strengthening professionalisation in the natural sciences across all sectors.
- **Enabling:** Lifelong learning and transformation.
- **Advice:** Expanding knowledge networks and professional collaborations.
- **Regulation:** Upholding ethical, legal, and social responsibility in science.

Going forward, SACNASP will actively engage with stakeholders, including government bodies, industry, academia, and other regulatory entities, to ensure the successful implementation of recommendations arising from its initiatives. By fostering partnerships and leveraging shared responsibilities, SACNASP aims to drive impactful outcomes and contribute meaningfully to South Africa's development through the professionalisation of natural sciences.

RELEVANT COURT RULINGS

There are no court rulings during this period.

PART B

OUR STRATEGIC FOCUS



VISION

Ethical mastery, environmental stewardship, and excellence in the Natural Scientific Professions for a transformed and thriving society.



MISSION

To advance the professionalisation of natural sciences by facilitating registration, enforcing regulation, fostering professional growth, and promoting their role and contribution to national development.



VALUES

SACNASP is committed to the core values of professionalism, innovation, resilience, inclusivity, and partnerships.

SITUATIONAL ANALYSIS

SACNASP undertook its inaugural Institutional Review in 2023. In addition, a comprehensive assessment of its internal and external environment, which has shaped the development of this strategic plan, is outlined below. The Strengths, Opportunities, Aspirations, and Results (SOAR) framework was adopted for the strategic planning process. This forward-looking approach shifts the focus from problem-solving to opportunity-building, focusing on leveraging its core strengths, defining its growth aspirations, and establishing clear, measurable success indicators to guide its progress.

The SOAR framework as outlined in table 2 encourages the Council to capitalise on its core strengths, such as its established reputation, expertise, and strong

stakeholder relationships at a national, regional, and international level while identifying key opportunities to enhance its role in advancing the natural scientific professions. Through the integration of this framework, SACNASP can define ambitious yet attainable goals, align its vision with clear and measurable outcomes, and ensure its strategic priorities are informed by both internal strengths and external opportunities.

The approach inspires innovation and collaboration across all levels of the Council, fostering a culture that is future-focused and growth-oriented. Furthermore, the SOAR framework also assists SACNASP to remain agile in a rapidly changing environment, enabling the Council to proactively address emerging challenges and trends in the natural science sector. This ensures that the Council is not only well-positioned to meet current demands but also prepared to lead the way in shaping the future of the natural scientific professions in South Africa.

INSTITUTIONAL REVIEW

SACNASP successfully completed the institutional review in December 2023. The review resulted in five commendations that recognise where SACNASP has demonstrated excellence, and 20 recommendations aimed at addressing key focus areas critical to the Council's growth and impact. The recommendations emphasised the need to strengthen legal frameworks, particularly in relation to the 2019 NSP Bill to ensure alignment with national legislation and enhance SACNASP's ability to effectively fulfil its regulatory mandate.

The review also highlighted opportunities to improve registration processes, making them more efficient and user-friendly to better serve natural science professionals. Furthermore, it highlighted the importance of improving SACNASP's value proposition to clearly articulate its relevance and benefits to both current and prospective registrants, as well as to external stakeholders.

To ensure the successful implementation of these recommendations, SACNASP has committed to collaborating closely with DSTI. This will involve regular engagement, strategic guidance, and shared accountability to monitor progress and drive meaningful improvements. By addressing these recommendations, SACNASP aims to enhance its operational efficiency, regulatory effectiveness, and overall impact, positioning itself as a leading professional body in the natural sciences.

KEY RECOMMENDATIONS FROM THE INSTITUTIONAL REVIEW

Legal and regulatory recommendations

- SACNASP to expedite the submission of the 2019 NSP Bill to Parliament to facilitate its enactment.
- Ensure balanced representation of VAs on the Board when the 2019 NSP Bill is promulgated.
- Establish clear consequences for instances of misconduct aligning SACNASP practices with those of other professional regulatory bodies.
- Finalise the delineation of work between South African Veterinary Council (SAVC) and SACNASP to prevent overlaps and clarify mandates.

Registration

- Facilitate collaborative workshops with recognised VAs to ensure that the Core Competencies Framework aligns with the needs and expectations of the natural scientific professions.
- Streamline and optimise the registration process to enhance efficiency and accessibility for applicants.
- Establish clear and inclusive procedures for registering natural science professionals with interdisciplinary qualifications.

Science Communication and Marketing

- Launch targeted awareness initiatives to highlight the benefits of registration, such as access to professional development, networking, career advancement opportunities, and credibility within the natural sciences community.
- Foster stronger strategic partnerships with various stakeholders such as government, higher education institutions (HEIs), VAs, industry, and other key stakeholders within the NSI.

Lifelong learning

- Establish strategic partnerships with stakeholders at a national, regional, and international level to develop and implement more lifelong learning initiatives, such as workshops, seminars, and short courses, to support CPD for natural science professionals.
- Collaborate with key stakeholders to ensure the effective implementation and adoption of the CMP.
- Develop initiatives to recognise and reward mentors who contribute significantly to the professional growth of natural science practitioners.

Finance

Explore and consider the introduction of different fee structures to accommodate the varying needs of SACNASP registered scientists.

STRENGTHS, OPPORTUNITIES, ASPIRATIONS, AND RESULTS (SOAR)

The SOAR framework as outlined in table 2 encourages the Council to capitalise on its core strengths, such as its established reputation, expertise, and strong stakeholder relationships at a national, regional, and international level, while identifying key opportunities to enhance its role in advancing the natural scientific professions. Through the integration of this framework, SACNASP can define ambitious yet attainable goals, align its vision with clear and measurable outcomes, and ensure its strategic priorities are informed by both internal strengths and external opportunities.

The approach inspires innovation and collaboration across all levels of the Council, fostering a culture that is future-focused and growth-oriented. Furthermore, the SOAR framework also assists SACNASP to remain agile in a rapidly changing environment, enabling the Council to proactively address emerging challenges and trends in the natural science sector. This ensures that the Council is not only well-positioned to meet current demands but also prepared to lead the way in shaping the future of the natural scientific professions in South Africa.

Table 2 SOAR Outcomes

 STRENGTHS	 OPPORTUNITIES
1. A well-structured Council comprising of experienced professionals to ensure strong governance, strategic oversight, and alignment with SACNASP's mandate. 2. Established committees that focus on critical areas such as registration, professional conduct, and strategic projects, to enable effective decision-making, and implementation of initiatives. 3. A broad and highly skilled database of natural science professionals across various fields of practice. 4. Robust and enforceable regulatory framework for registered natural science professionals that upholds professional standards and ensures credibility within the natural scientific professions. 5. Effective financial management and robust internal controls that ensure accountability, transparency, and long-term financial viability. SACNASP has achieved four consecutive clean audits.	1. To build a purpose-driven organisation by aligning its structure with strategic goals, optimising efficiency, improving communication, and streamlining decision-making processes. 2. Leverage the Presidential directive for the professionalisation of the public sector enhancing SACNASP's influence and expanding its professional base. 3. The new NSP Act will position SACNASP as a leading authority in promoting ethical mastery, fostering trust, accountability, and integrity, while empowering natural science professionals to safeguard the profession, protect the environment, and serve the public for a thriving society. 4. Enhance collaboration by fostering stronger national, regional, and international partnerships, sharing best practices, accessing global opportunities, and positioning SACNASP as a recognised leader in the natural sciences. 5. Harness advancements in digital tools and platforms to streamline SACNASP's operations, improve service delivery, and enhance stakeholder engagement for a more agile and efficient Council. 6. Leverage the collective expertise of a diverse and highly skilled community of registered professionals to catalyse progress, ignite innovation, and foster transformative societal change—ensuring no one is left behind.



ASPIRATIONS

1. To be a globally recognised entity in advancing the natural scientific professions, regulating, and advancing the natural scientific professions, setting the benchmark for excellence, innovation, and professional integrity.
2. To champion inclusivity, diversity, and innovation, fostering creativity within the natural scientific professions to meet the demands of a dynamic, thriving, and transformed society.
3. To serve as a platform for integrating natural sciences into South Africa's NSI through the formation of impactful partnerships at national, regional, and international levels.
4. To create a knowledgeable and science engaged citizenry.
5. To inspire and enable natural science professionals to shape a resilient and prosperous future by addressing SGCs, while driving innovation, and safeguarding the planet for generations to come.



RESULTS

1. Global recognition as a benchmark for excellence in the regulation of natural science professionals.
2. Strengthened public trust and confidence in the expertise and contributions of natural science professionals, encouraging societal reliance on science-based solutions to address critical challenges.
3. An empowered workforce of natural science professionals that is highly skilled, adaptable, and equipped with the latest knowledge, tools, and practices to address evolving industry and societal challenges.
4. Greater alignment of skills with industry needs, improved employability of natural science professionals, enhanced career progression, and increased contributions to national growth and innovation.
5. Streamlined operations and leveraging digital tools will reduce administrative burdens, boost productivity, and enhance workflow efficiency. This will result in faster, more reliable services for stakeholders, while enabling SACNASP to remain agile and adaptable to changes in the natural sciences landscape and regulatory environment.

EXTERNAL FACTORS

The SACNASP Technological, Economic, Political, Regulatory, Environmental, Social, Technological, Resources, Ethical (TEPRESTRE) framework provides a comprehensive strategy to advance the professionalisation of natural sciences by addressing technological, economic, political, regulatory, environmental, social, risk, and ethical dimensions. It emphasises leveraging technology, fostering inclusivity, strengthening regulations, addressing sustainability and climate change, while promoting ethical and professional standards. This framework ensures SACNASP's adaptability, innovation, and leadership in driving sustainable development and professional excellence in the natural sciences.



Technology: SACNASP harnesses modern technology to optimise registration, regulation, and professional development processes, enhancing both efficiency and accessibility. Additionally, robust cybersecurity measures are continually updated to protect the registered scientists' data and ensure secure and reliable online interactions.



Economic: SACNASP is committed to maintaining affordable registration and renewal fees and will seek alternative funding from other organisations such as Sector Educational and Training Authorities (SETAs), the National Skills Fund (NSF), as well as expand pan-African and global engagements.



Political: SACNASP is committed to driving the professionalisation of the natural sciences, with a particular focus on advancing professional standards within the public sector. Through strategic partnerships with government departments, industry, and other key stakeholders, SACNASP aims to strengthen the integration of natural sciences into national development policies, including environmental sustainability and technological innovation.



Regulation: SACNASP is committed to maintaining and upholding professional excellence by continuously enhancing and strengthening its regulatory framework.



Environmental: SACNASP is focused on addressing societal grand challenges (SGCs) by leveraging the expertise of natural science professionals to develop innovative solutions for critical issues such as climate change, food security, water scarcity, biodiversity loss, and sustainable development.



Social Factors: Issues like public interest in science, transformation, inclusivity, and access to professional opportunities are central to SACNASP's mission to foster equitable representation and promote STEM education.



Ethical: SACNASP upholds high standards of professionalism and ethics by ensuring all registered natural science professionals adhere to the code of conduct. The Council prioritises accountability and transparency in decision-making and operations while fostering a culture of social responsibility, encouraging natural science professionals to contribute to societal well-being through ethical, impactful, and professional work.

INTERNAL FACTORS

SACNASP has benefited from a committed, dedicated, and long-serving team that has worked tirelessly to advance its mission. As the Council continues to evolve, it recognises the need to strengthen its staff capacity in key areas, including Executive Management, Information and Communication Technology (ICT), Supply Chain Management (SCM), and Marketing. By addressing these critical areas, SACNASP is positioning itself to enhance operational efficiency, drive innovation, and better achieve its strategic objectives in the years ahead.

SACNASP has however identified staff challenges that it is working to address.

- **High Staff Turnover:** The Council faces challenges with frequent staff turnover, due to factors such as low remuneration. This turnover disrupts continuity and hampers the retention of valuable institutional knowledge.
- **Difficulty Attracting Skilled Personnel:** SACNASP struggles to attract highly skilled and qualified candidates, due to the low remuneration offered compared to market standards.
- **Lack of Succession Planning:** The absence of succession planning is compounded by the lack of necessary skills within the Council, creating a gap in leadership and critical roles when positions become vacant.

SACNASP has embarked on a work study programme to provide solutions to these challenges. This project will align operations with current skills and addresses the skills gap to build a fit-for-purpose Council. This initiative focuses on:

- Identifying operational inefficiencies and aligning the workforce structure with Council needs.
- Closing skills gaps through targeted recruitment, training, and development programmes.
- Enhancing strategies to retain skilled personnel and fill critical positions.

ICT INFRASTRUCTURE EXPANSION

SACNASP acknowledges the vital role of a strong ICT infrastructure in achieving its strategic objectives and tackling the challenges of an evolving digital landscape. Therefore, the Council will be focusing on enhancing its ICT systems to ensure operational efficiency, data security, and the provision of modernised services to its stakeholders. To streamline operations and improve stakeholder engagement, SACNASP is prioritising digitisation through the development of an integrated online portal, which will simplify processes, enhance user experience, and boost efficiency.

Additionally, the Council is adopting process automation to improve accuracy and speed up service delivery, while transitioning to a cloud-based infrastructure to guarantee scalability, reliability, and cost-effectiveness. These initiatives aim to modernise SACNASP's operations and establish it as a forward-thinking leader in the natural scientific professions.

STRENGTHENING SACNASP'S REGULATORY FUNCTION

Strengthening SACNASP's regulatory function presents a significant opportunity to enhance the professionalism, credibility, and ethical standards of the natural scientific professions in South Africa. By refining its regulatory framework, SACNASP can ensure better quality assurance and accountability within the profession, aligning with national priorities for governance and professionalisation.

A key component of this initiative is the promulgation of the 2019 NSP Bill, developed in consultation with the DSTI. This legislation is critical to empower SACNASP as it seeks to expand its regulatory authority and address emerging challenges in the sector.

Additionally, SACNASP's role in the Professionalisation of the Public Service initiative underscores its commitment to raising standards and enhancing the recognition of natural science professionals in public sector roles. By focusing on these key areas, SACNASP is well-positioned to reinforce its leadership in promoting quality, accountability, and ethical practices, ensuring the natural scientific professions contribute meaningfully to South Africa's developmental goals.

STAKEHOLDER ENGAGEMENT AND MANAGEMENT

The Institutional Review highlighted the need for SACNASP to enhance its visibility and value proposition, identifying the development of a robust stakeholder engagement strategy as a critical priority. Such a strategy will unify and strengthen SACNASP's stakeholder engagement and management activities, delivering a range of benefits, including:

- **Leveraging Partner Networks:** Tapping into the established communication channels of partner organisations to amplify SACNASP's reach.
- **Broadening Stakeholder Access:** Engaging previously untapped stakeholders to expand SACNASP's influence and collaborative opportunities.

- **Maximising Event Impact:** Extending the reach and impact of industry events through collaboration and dual participation.
- **Collaborative Communication Initiatives:** Partnering with stakeholders to develop targeted education campaigns and practice notes, enhancing public and professional understanding.
- **Resource Optimisation:** Improving the efficiency of financial and human resource allocation through strategic partnerships.
- **Enhanced Professional Development:** Expanding access to continuous professional development (CPD) opportunities for SACNASP registered scientists, ensuring they remain at the forefront of their fields.
- **Public Engagement:** Strengthening communication with the public on key scientific issues to build trust and understanding.

A well-defined stakeholder engagement and management strategy will not only position SACNASP as a leader in the natural sciences but also foster meaningful partnerships, optimise resources, and enhance its impact on both the scientific community and society at large.

FUNDING AND PROGRAMME EXPANSION

SACNASP currently receives project funding from DSTI but requires baseline funding to fully deliver on its mandate and expand critical programmes. These include enhancing the CMP, zero-rating candidate scientists' fees to promote inclusivity, increasing CPD opportunities, expanding public sector professionalisation campaigns, strengthening ICT infrastructure, and implementing digitised outreach systems. Increased funding will enable SACNASP to fulfil its regulatory and developmental mandates while broadening its reach and impact within the natural sciences community.

PART C

MEASURING OUR PERFORMANCE

MEASURING THE IMPACT

SACNASP's strategic objectives for the next five years are designed to advance the NSPs in South Africa and align with the broader national agenda of the MTDP. These objectives as outlined in table 3 reflect our commitment to enhancing professional standards, fostering continuous development, and positioning natural science professionals as key contributors to national growth and innovation. Each objective addresses critical areas that will drive SACNASP's impact, both in terms of professionalisation and the broader societal role of natural science professionals.

SACNASP'S STRATEGIC OBJECTIVES FOR THE NEXT FIVE YEARS

1

SO-OG 1: To increase the number of registered natural science professionals, ensure greater retention, and enhance the efficiency of the registration process.

Impact Statement: Achieve 75% new registrations by 2030 that will strengthen sector regulation, improve accountability, and uphold professional integrity. Streamlining the registration process and enhancing retention will ensure a more efficient, diverse, and capable natural science workforce, driving sector growth and national development.

2

SO-OG 2: To ensure high professional and ethical standards for natural science professionals.

Impact Statement: Build public trust and safeguard the profession and environment by delivering ten annual educational campaigns and practice notes on ethical conduct and professionalism, ensuring a highly ethical and accountable workforce.



SO-OG 3: To promote the professional development and transformation of the natural scientific professions through lifelong learning programmes.

Impact Statement: a) By FY2029/30, CPD programme participation will increase by 15%, reaching 70% of registered natural science professionals. This will empower professionals with up-to-date skills, drive innovation, elevate standards, and promote inclusivity, transformation, and greater opportunities for underrepresented groups.

Impact Statement b) Equip 80% of registered women, youth, and persons with disabilities in the natural scientific professions with current skills and enhancing industry standards through lifelong learning programmes, while driving inclusivity, diversity, and professional transformation.



SO-OG 4: To enhance and promote the contribution of the natural scientific professions through science communication and engagement.

Impact Statement: Strengthen the influence of natural sciences in national development through the dissemination of ten advisory notes and newsletters.



SO-OG 5: To foster strategic partnerships and collaborations in the advancement of the natural scientific professions.

Impact Statement: Inclusive empowerment of 100 professionals, students, and learners over five years, enhancing their skills, fostering innovation, and advancing South Africa's development goals.

MEASURING THE OUTCOMES

STRATEGIC OBJECTIVE 1 (SO-OG1):

TO INCREASE THE NUMBER OF REGISTERED NATURAL SCIENCE PROFESSIONALS, ENSURE GREATER RETENTION, AND ENHANCE THE EFFICIENCY OF THE REGISTRATION PROCESS.

Objective 1 Impact: Achieve 75% of new registrations by 2030 that will strengthen sector regulation, improve accountability, and uphold professional integrity. Streamlining the registration process and enhancing retention will ensure a more efficient, diverse, and capable natural science workforce, driving sector growth and national development.

Medium-Term Development Plan Priority		A Capable, Ethical and Developmental state	
Outcomes	Outcome Indicators	Baseline	Five-year target
1. Increased registration of natural science professionals.	Number of new registered natural science professionals per annum.	A total of 8 048 new natural science professionals were registered in the 2020-2025 strategic plan period.	A total of 12 000 new natural science professionals registered by the 2029/30 financial year. This will be disaggregated by women, youth, and people with disabilities.

Medium-Term Development Plan Priority		A Capable, Ethical and Developmental state	
Outcomes	Outcome Indicators	Baseline	Five-year target
2. Ensured retention of registered natural science professionals.	Percentage of registered natural science professionals renewing their annual registration per annum.	76.5% of registered natural science professionals were retained during the 2020 – 2025 strategic period.	80% to renew their annual registration by the 2029/30 financial year.
3. Reduced turnaround time for processing complete applications for registration.	Average number of days to process complete applications for registration per annum.	The current turnaround time for processing applications for registration is three to six months.	Reduction to less than 45 days average by 2029/30 financial year.

STRATEGIC OBJECTIVE 2 (SO-OG2):

TO ENSURE HIGH PROFESSIONAL AND ETHICAL STANDARDS FOR NATURAL SCIENCE PROFESSIONALS.

Objective 2 Impact: Build public trust and safeguard the profession and environment by delivering ten annual educational campaigns and practice notes on ethical conduct and professionalism, ensuring a highly ethical and accountable workforce.

Medium-Term Development Plan Priority:		A Capable, Ethical and Developmental state	
Outcomes	Outcome Indicators	Baseline	Five-year target
1. Enhanced professional and ethical conduct of natural science professionals.	Number of educational campaigns conducted on ethical conduct and professionalism per annum.	New target.	A total of ten educational campaigns conducted by 2029/30 financial year.
	Number of practice notes on natural science matters issued per annum.	New target.	A total of ten practice notes issued by 2029/30 financial year.

STRATEGIC OBJECTIVE 3 (SO-OG3):

TO ADVANCE THE PROFESSIONAL DEVELOPMENT AND TRANSFORMATION OF THE NATURAL SCIENTIFIC PROFESSIONS THROUGH LIFELONG LEARNING PROGRAMMES.

Objective 3 a) Impact: By FY2029/30, CPD programme participation will increase by 15%, reaching 70% of registered natural science professionals. This will empower professionals with up-to-date skills, drive innovation, elevate standards, and promote inclusivity, transformation, and greater opportunities for underrepresented groups.

Medium-Term Development Plan Priority.		Drive Inclusive Growth and Job Creation. Reduce poverty and tackle the high cost of living.	
Outcomes	Outcome Indicators	Baseline	Five-year target
1. Increased participation of registered natural science professionals in the Continuing Professional Development (CPD) programme.	Percentage of registered natural science professionals participating in the CPD programme per annum.	55% of registered natural science professionals currently participate in CPD.	70% of registered natural science professionals participating in the CPD programme by 2029/30 financial year.

STRATEGIC OBJECTIVE 3 (SO-OG3):

TO PROMOTE THE PROFESSIONAL DEVELOPMENT AND TRANSFORMATION OF THE NATURAL SCIENTIFIC PROFESSIONS THROUGH LIFELONG LEARNING PROGRAMMES.

Objective 3 b) Impact: Equip 80% of registered women, youth, and persons with disabilities in the natural scientific professions with current skills and enhancing industry standards through lifelong learning programmes, while driving inclusivity, diversity, and professional transformation.

Medium-Term Development Plan Priority.		Drive Inclusive Growth and Job Creation. Reduce poverty and tackle the high cost of living.	
Outcomes	Outcome Indicators	Baseline	Five-year target
1. Increased participation of designated groups through targeted lifelong learning programmes.	Percentage of women natural science professionals participating in lifelong learning programmes per annum.	New indicator	A proportion of 80% of registered women natural science professionals participating in lifelong learning programmes by 2029/30 financial year.
	Percentage of young natural science professionals participating in lifelong learning programmes per annum.		A proportion of 80% of registered young natural science professionals participating in lifelong learning programmes by 2029/30 financial year.
	Percentage of persons with disabilities participating in lifelong learning programmes per annum.		A proportion of 80% of registered persons with disabilities participating in lifelong learning programmes by 2029/30 financial year.

STRATEGIC OBJECTIVE 4 (SO-OG4):

TO ENHANCE AND PROMOTE THE CONTRIBUTION OF THE NATURAL SCIENTIFIC PROFESSIONS THROUGH SCIENCE COMMUNICATION AND ENGAGEMENT.

Objective 4 Impact: Strengthen the influence of natural sciences in national development through the dissemination of 10 advisory notes and newsletters.

Medium-Term Development Plan Priority		Build a capable, ethical, and developmental state.	
Outcomes	Outcome Indicators	Baseline	Five-year target
1. Enhanced influence and role of the natural sciences in key and relevant areas of national development.	Number of advisory notes published to natural science professionals, the public, stakeholders, and government per annum.	New Target.	A total of ten advisory notes published by 2029/30 financial year.
2. Enhanced science-aware and science-engaged citizenry.	Number of science engagement events per annum.	36 science engagement events.	A total of 50 science engagement events hosted by 2029/30 financial year.
	Number of newsletters published on science engagement initiatives per annum.	New Target.	A total of 20 newsletters published by the 2029/30 financial year.

STRATEGIC OBJECTIVE 5 (SO-OG5):

TO FOSTER STRATEGIC PARTNERSHIPS AND COLLABORATION TO ADVANCE THE NATURAL SCIENTIFIC PROFESSIONS.

Objective 5 Impact: Inclusive empowerment of 100 professionals, students, and learners over five years, enhancing their skills, fostering innovation, and advancing South Africa's development goals.

Medium-Term Development Plan Priority.		Drive Inclusive Growth and Job Creation.	
Outcomes	Outcome Indicators	Baseline	Five-year target
1. Increased global exposure, skills development, and capacity building for professionals, students, and learners, contributing to a competitive and innovative workforce now and in the future.	Number of professionals and students and learners benefiting from international skills development initiatives.	New Target.	100 professionals, students and learners participating in international skills development initiatives over five years (60% of the 100 to be from designated groups).

SACNASP'S KEY RISKS

SACNASP has identified key strategic risks that align with the goals of the Strategic Plan. In response, mitigation plans have been developed to effectively address these risks and ensure the successful implementation of the plan.

Outcomes	Key Risks	Risk Mitigation
OBJECTIVE 1 STRATEGIC OBJECTIVE 1 (SOOG1): To increase the number of registered natural science professionals, ensure greater retention, and enhance the efficiency of the registration process.		
1. Increased registration of natural science professionals.	1. Ineffective ICT infrastructure and business application processes to ensure timeous registration of practicing natural science professionals.	1. Establishment of a fully functional ICT unit and the development of robust ICT systems, policies, and procedures to streamline the registration processes. 2. Increasing awareness about the requirements and benefits of professional registration (including the streamlined NRF-rated scientist registration processes).
2. Ensured retention of registered natural science professionals.	2. Decline in the pool of registered natural science professionals.	1. Development, implementation and monitoring of a communication strategy to enhance the unique benefits and opportunities provided to registered natural science professionals and promotion of a strong value proposition.
3. Reduced turnaround time for processing complete applications for registration.	3. Reputational damage to SACNASP due to frustration from natural science professionals.	1. Development, implementation and monitoring of SOPs to reduce the turnaround time.

Outcomes	Key Risks	Risk Mitigation
STRATEGIC OBJECTIVE 2 (SO-OG2): To ensure high professional and ethical standards for natural science professionals.		
4. Enhanced professional and ethical conduct of natural science professionals.	4. Ineffective enforcement of high professional and ethical standards among practising natural science professionals to benefit the profession, environment, and the public.	1. Strengthening of the regulatory and compliance function to effectively implement applicable legislations, NSP Act and Code of Conduct. 2. Collaboration and alignment with the professionalisation framework and like-minded organisations. 3. Rigorous consultative sessions and sensitisation workshops with stakeholders to enhance the professional and ethical conduct of natural science professionals.
STRATEGIC OBJECTIVE 3 (SO-OG3): To advance the professional development and transformation of the natural scientific professions through lifelong learning programmes.		
5. Increased participation of registered natural science professionals in the Continuing Professional Development (CPD) programme.	5. Limited uptake of lifelong learning programmes by the natural science professionals.	1. Development of a Professional Development Strategy for natural science professionals. 2. Critical engagement and partnerships with relevant stakeholders to promote the importance of CPD. 3. Conceptualisation and launch of the SACNASP Professionalisation Academy.
6. Increased participation of designated groups through targeted lifelong learning programmes.	6. Limited participation of designated groups in lifelong learning programmes.	1. Targeted outreach initiatives and lifelong learning programmes that are accessible to designated groups.
STRATEGIC OBJECTIVE 4 (SO-OG4): To enhance and promote the contribution of the natural scientific professions through science communication and engagement.		
7. Enhanced influence and role of the natural sciences in key and relevant areas of national development.	7. Inadequate promotion of the relevance and contribution of the natural scientific professions.	1. Collaboration with relevant stakeholders to conduct systematic and evidence-based studies on policy issues relating to the natural scientific professions. 2. Facilitation and promotion of natural science professionals in local, regional, and International scientific engagements. 3. Elevation of the role and contribution of the natural science professional to key and relevant areas of national development.
STRATEGIC OBJECTIVE 5 (SO-OG5): To foster strategic partnerships and collaboration to advance the natural scientific professions.		
8. Increased global exposure, skills development, and capacity building for professionals, students, and learners contributing to a competitive and innovative workforce now and in the future.	8. Ineffective partnerships and collaborations with international partners.	1. Development and implementation of the stakeholder engagement strategy to foster and strengthen partnerships with key stakeholders.

PART D

TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

Outcome 1		Increased registration of natural science professionals.
Indicator Title		Number of new registered natural science professionals per annum.
Definition		The number of new applicants granted registration during the financial year (excluding upgrades and additional fields of practice).
Source of data		SACNASP scientist's database.
Method of calculation/assessment		Simple count of new registrations.
Assumptions		Functional system and accurate records in the SACNASP registration database.
Spatial Transformation (where applicable)		Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Desired performance		Actual performance in line with targeted performance.
Indicator responsibility		CEO and Registrations Manager.

Outcome 2		Ensured retention of registered natural science professionals.
Indicator Title		Percentage of registered natural science professionals renewing their annual registration per annum.
Definition		The proportion of natural science professionals registered on the database in the previous year who pay their annual registration fees in the current financial year expressed as %.Disaggregated by Women, Youth and Persons with Disabilities
Source of data		List of scientists registered extracted from SACNASP scientist database and financial records.
Method of calculation/assessment		Customer Retention Rate Formula (CRR) is used for the calculation. $CRR = ((E-N)/S) \times 100$ Where: E: The number of natural science professionals at the end of the period. N: The number of new natural science professionals during the period. S: The number of natural science professionals at the start of the period.
Assumptions		Functional system and accurate financial records and SACNASP database entries.
Spatial Transformation (where applicable)		Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Desired performance		Actual performance in line with targeted performance.
Indicator responsibility		CEO, Registrations Manager and Finance Manager.

Outcome 3		Reduced turn-around time for processing complete applications.
Indicator Title		Average number of days to process complete applications per annum. A day is a working day of eight hours.
Definition		Timeframe to review a completed application from the date the Professional Advisory Committee (PAC) receives the application to the date of the registration meeting in which the application is approved.
Source of data		An Excel spreadsheet extracted from the SACNASP database. An approved addendum on Registration Strategic Reports.
Method of calculation/assessment		Simple Excel Calculation.
Assumptions		Functional system and accurate records in the SACNASP database.
Spatial Transformation (where applicable)		Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Desired performance		Actual performance in line with targeted performance.
Indicator responsibility		CEO and Registrations Manager.

Outcome 4		Enhanced professional and ethical conduct of the natural science professionals.
Indicator Title		a. Number of educational campaigns conducted on ethical conduct and professionalism per annum. b. Number of practice notes on natural science matters issued per annum.
Definition		a. The number of events held that inform and educate natural science professionals about ethical conduct and professional behaviour. b. The number of official SACNASP guidance documents published to clarify and elaborate on regulatory, professional standards and best practices that should be followed by natural science professionals.
Source of data		a. Online registration and performance reports or signed attendance register and/or legal and compliance alerts. b. SACNASP website, internal repository.
Method of calculation/assessment		a. Simple count of events held. b. Simple count of practice notes.
Assumptions		a. Functional online platform, establishment of a stakeholder database and reliable connectivity. b. Well-functioning ICT systems.
Spatial Transformation (where applicable)		Spatial transformation priorities: N/A Spatial impact area: N/A
Desired performance		Actual performance in line with targeted performance.
Indicator responsibility		CEO and Legal Manager.



Outcome 5	Increased participation of registered natural science professionals in the Continuing Professional Development (CPD) programme.
Indicator Title	Percentage of registered natural science professionals participating in the CPD programme per annum.
Definition	The percentage of registered natural science professionals who are participating in the CPD programme per year.
Source of data	CPD portal
Method of calculation/assessment	Formula: $(np/n) \times 100$ Where: np = registered natural science professionals participating in CPD programme. n = number of registered natural science professionals.
Assumptions	Functional CPD system. Approved CPD policy. Training and awareness about CPD system and requirements.
Spatial Transformation (where applicable)	Spatial transformation priorities: N/A Spatial impact area: N/A
Desired performance	Actual performance in line with targeted performance.
Indicator responsibility	CEO and Science Communications Manager.



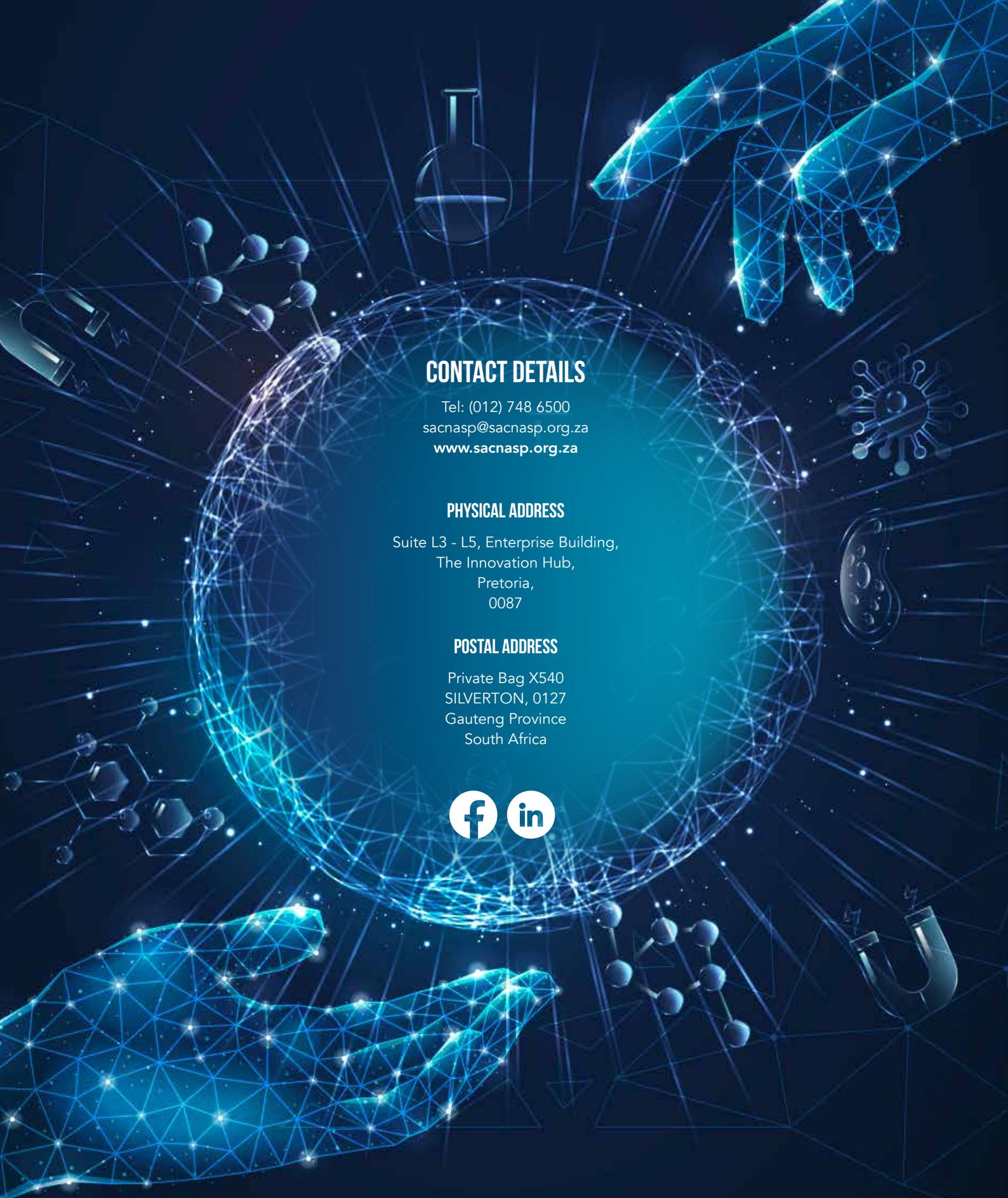
Outcome 6 Increased participation of designated groups through targeted lifelong learning programmes.	
Indicator Title	a. Percentage of women natural science professionals participating in lifelong learning programmes per annum. b. Percentage of young natural science professionals participating in lifelong learning programmes per annum. c. Percentage of persons living with disabilities participating in lifelong learning programmes per annum.
Definition	a. The percentage of women natural science professionals who are participating in lifelong learning programmes. b. The percentage of young natural science professionals (18-35 years) who are participating in lifelong learning programmes. c. The percentage of persons living with disabilities who are participating in lifelong learning programmes.
Source of data	CPD database.
Method of calculation/assessment	<i>Formula</i> $(npR/nR) \times 100$ <i>R = women or youth or persons with disabilities</i> <i>Where:</i> a. npR = number of registered women natural science professionals participating in lifelong learning programmes. nR = number of registered women natural science professionals. b. npR = number of registered young natural science professionals participating in lifelong learning programmes. nR = number of registered young natural science professionals. c. npR = number of registered natural science professionals with disabilities participating in lifelong learning programmes. nR = number of registered natural science professionals with disabilities.
Assumptions	Functional CPD system. Approved CPD policy. Training and awareness about the CPD system and requirements.
Spatial Transformation (where applicable)	Spatial transformation priorities: N/A Spatial impact area: N/A
Desired performance	Actual performance in line with targeted performance.
Indicator responsibility	CEO and Science Communications Manager

Outcome 7	Enhanced influence and role of the natural sciences in key and relevant areas of national development.
Indicator Title	Number of advisory notes published per annum.
Definition	Official SACNASP documents published to provide evidence-based advice to natural science professionals, government and relevant stakeholders on emerging issues, industry practices.
Source of data	SACNASP website, internal repository.
Method of calculation/assessment	Simple count of advisory notes.
Assumptions	Well-functioning ICT systems.
Spatial Transformation (where applicable)	Spatial transformation priorities: N/A Spatial impact area: N/A
Desired performance	Actual performance in line with targeted performance.
Indicator responsibility	CEO and Science Communications Manager.

Outcome 8	Enhanced science-aware and science-engaged citizenry.
Indicator Title	a. Number of science engagement events per annum. b. Number of newsletters published on science engagement initiatives per annum.
Definition	a. The number of initiatives hosted by SACNASP to enhance science awareness and public engagement. b. Strategic communication documents to scientists, government and key stakeholders aimed at promoting SACNASP and enhancing its value proposition.
Source of data	a. Online registration and performance reports and signed attendance register. b. SACNASP website.
Method of calculation/assessment	Simple count.
Assumptions	Functional online platforms. Reliable connectivity.
Spatial Transformation (where applicable)	Spatial transformation priorities: N/A Spatial impact area: N/A
Desired performance	Actual performance in line with targeted performance.
Indicator responsibility	CEO and Science Communications Manager.

Outcome 9 Increased global exposure, skills development, and capacity building for professionals, students, and learners contributing to a competitive and innovative workforce now and in the future.	
Indicator Title	Number of professionals, students and learners benefiting from international mobility initiatives.
Definition	This indicator tracks the number of professionals students and learners who benefit from international mobility programmes, including training, internships, conferences, and exchange opportunities, aimed at enhancing their skills and global exposure.
Source of data	Programme records, application and participation forms, and project reports.
Method of calculation/assessment	The total number of professionals, students and learners who have participated in international mobility programmes annually will be counted. This will be measured as the sum of those participating in training, internships, conferences, or exchange programmes each year.
Assumptions	Mutual agreements by both Parties.
Spatial Transformation (where applicable)	Spatial transformation priorities: N/A Spatial impact area: N/A
Desired performance	Actual performance in line with targeted performance.
Indicator responsibility	CEO and Science Communications Manager.





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science, technology
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Integrity in science