

STRATEGY PLAN
2014 - 2018
AND
BUSINESS PLAN
2014 - 2015



ENGINEERING COUNCIL OF SOUTH AFRICA

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List of Acronyms

BE	Built Environment
CBE	Council for the Built Environment
CEO	Chief Executive Officer
CPD	Continuing Professional Development
CRC	Central registrations committee
C& U	Commitment and Undertakings
DPW	Department of Public Works
ECSA	Engineering Council of South Africa
EPA	Engineering Profession Act, 200(Act no.46 of 2000)
FY	Financial Year
HR	Human Resources
IDoEW	Identification of Engineering Work
IT	Information Technology
KPAs	Key Performance Areas
LMC	Legal Matters Committee
MoU	Memorandum of Understanding
NDP	National Development Plan
NRS	New Registration System
PICC	Presidential Infrastructure co-ordinating committee
RSA	Republic of South Africa
SAC	Strategic Advisory Committee
SCM	Supply Chain Management
SIPs	Strategic Integrated Projects
SLA	Service Level Agreement
SOEs	State Owned Entities
TVET	Technical and Vocational Education and Training
VAs	Voluntary Associations



SECTION A STRATEGIC OVERVIEW



ENGINEERING COUNCIL OF SOUTH AFRICA

SECTION A – STRATEGIC OVERVIEW

1. Background and Strategic Overview

This document incorporates ECSA's strategy and ECSA's business plan which is a product of extensive consultation within the structures of ECSA and external stakeholders. It arises in a context where increasing pressure is being placed upon Built Environment organisations not only to cooperate with one another but also to demonstrate their ability to transform as well as show relevance to the South African context and beyond. This is required in addition to the imperative to continue to find more effective, transparent, credible and accessible ways of fulfilling its traditional mandate with regard to registering and accrediting professionals.

The following are the strategic Thrusts following the highly consultative process:

Thrust 1 – Professional Thrust – Engineering practitioners enjoy the benefit of world class registration and education

Thrust 2 – Public Trust - Public awareness of the profession and its standards and regulation to ensure the implementation of those standards in the public interest.

Thrust 3 – Socio-economic Thrust - Engineering practitioners proactively responsive to local and national socio-economic requirements.

Thrust 4 – Organisational Thrust - A sustainable, transformed and coherent organisation that is capable of delivering the impact desired by its stakeholders and society.

It should be noted that the four strategic thrusts of ECSA resulting from this strategic planning exercise will require careful consideration of the structure and management of ECSA. The goals and objectives of all of these thrusts can only be achieved through the collaborative efforts of the current ECSA departments and committees. The assumptions made for the successful implementation of the business plan are that sufficient trained personnel (staff and volunteers) are available, all committee structures are effective and efficient, that ECSA will be able to raise funds for strategic projects to support thrust 3, functional CPD electronic system and adequate operational funds are available.

Effective strategic management and implementation of the plans will require regular monitoring and assessment which is periodically brought

Where the word personnel is used in the business plan, it means members of staff and volunteers.

2. Mandate of ECSA

ECSA was established under the Engineering Professions Act No 46 of 2000. This Act, inter alia empowers ECSA to perform a variety of functions as outlined below:

1. Setting and auditing of academic standards for purposes of registration through a process of accreditation of engineering programmes at Tertiary Education Institutions.
2. Setting and auditing of professional development standards through the provision of guidelines which set out the ECSA's post-qualification requirements for registration in the four professional categories of registration; namely Professional Engineer, Professional Engineering Technologist, Professional Certificated Engineer and Professional Engineering Technician as well as for Specified Categories, such as Registered Lift inspectors.
3. Prescribing requirements for Continuing Professional Development and determining the period within which registered persons must apply for renewal of their registrations.
4. Prescribing a Code of Conduct and Codes of Practice, and enforcing such conduct through an Investigating Committee and a Disciplinary Tribunal.

5. Identification of work of an engineering nature that should be reserved for registered persons by the Council for the Built Environment (CBE), after consultation with the Competition Board.
6. Advising the Council for the Built Environment (CBE) and Minister of Public Works on matters relating to the engineering profession and cognate matters
7. Recognition of professional associations, such as engineering associations, institutes, institutions and societies.
8. Publication of a guideline tariff of fees for consulting work, in consultation with government, the profession and industry.
9. Doing such other things as may be necessary for the proper performance of its functions in terms of the Act.

Over its history ECSA has sought to execute its mandate effectively. However recent years have seen rising pressure from government and other stakeholders for ECSA to give greater definition to the mandate implicit in points 7 and 9 above. In this respect ECSA needs to answer the strategic question of how it can add value to the political and economic imperatives facing South Africa. This is especially critical in the light of the significant infrastructure development plans indicated by the current regime as evident in the National Development Plan (NDP), Presidential Infrastructure coordinating commission (PICC), and the Strategic Integrated Projects (SIPS) as well as state owned enterprises such as Transnet and Eskom.

3. Situational Analysis

The Strategic Planning process was held in a context where there were three significant drivers acting upon ECSA as outlined below:

- Maintain and strengthen focus on accreditation and registration of engineering professionals
 - More efficient systems
 - Better educational processes – expand influence and scope
 - Promote the profession
 - Increase the per capita percentage of engineering practitioners
 - More benefits for registered engineering practitioners
 - Regulating the work and behaviour of engineering professionals through IDoEW
- Expand within the mandate an outward focus to support national priorities
 - NDP
 - PICC
 - Beneficiation
 - Energy space
 - Local Government
 - State Owned Enterprises
 - Rural development
- Position ECSA for growth opportunities on the continent
- Strengthen ECSA's approach to Education in the Engineering Sector to develop much needed skills and relevance
 - Deal with the whole system
 - Expand beyond professional engineers, technologists and technicians
 - Broaden relationships with Tertiary Education Institutions (e.g. Universities, Comprehensive Universities, Universities of Technology and TVET Colleges).
- Develop an approach to transformation that embraces impact and competence without neglecting demographics
- Broaden funding base beyond application and annual fees to project funding from government and elsewhere

A SWOT analysis produced the result set out below:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ■ Well established and trusted brand in the Engineering Profession – has influence ■ Large membership ■ Competent and loyal persons who know what they are doing – especially volunteers ■ Credible and reliable information (database of engineering practitioners, education and registration standards, etc) ■ Conservative in the maintenance of high standards ■ Some credibility with political leadership ■ Links to Voluntary Associations ■ Respected in industry as a regulatory body 	<ul style="list-style-type: none"> ■ Lack of shared vision ■ Resistance to transformation amongst some ■ Inwardly focused on regulation ■ Historically poor image <ul style="list-style-type: none"> ● Seen as an untransformed old boys club ● This perception does not reflect current realities but lingers and needs to be corrected ■ Limited staff engineering capability ■ Over reliance on retired volunteers ■ No succession plan for volunteers ■ Lack of involvement of younger, particularly black engineers and females ■ Lack of research capability ■ Low morale amongst staff ■ Staff don't own the strategy and understand how they must contribute ■ Council changes too often – lack of continuity ■ Not enough benefits for registered engineering practitioners.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ■ Strengthen existing Programmes <ul style="list-style-type: none"> ● Systems ● Broaden educational influence and scope ● Expand membership ● Add value to members ● Embrace younger engineers ■ Develop strategies to respond to government and SOE priorities <ul style="list-style-type: none"> ● NDP, PICC ● Local Government ● Eskom, Transnet.... ● Built Environment ● Skills development ■ Reposition the brand ■ A strong engineering profession serving the nation and beyond ■ Strengthen ECSA Organisationally and its Staff <ul style="list-style-type: none"> ● Transformation ● Technical capability ● Succession planning ● Expand membership ● Develop a national footprint ● Improve staff morale ● International participation 	<ul style="list-style-type: none"> ■ Changing social, political and economic environment ■ Political “intervention” if we are not seen to be doing our job ■ ECSA doesn't remain relevant to new technologies ■ Unwillingness to change ■ Young engineers rejecting ECSA

All these factors were considered in the planning process and many aspects of the strategic plan are designed to directly address these issues.

1. ECSA Vision

A Nation Transformed Through Engineering Excellence.

2. ECSA Mission

- ECSA achieves this vision through;
- Growing a relevant, transformed, competent and internationally recognised engineering profession;
- Educating and protecting the interests of public;
- Protecting the environment; and
- Engaging with government to support national priorities.

3. New Values

- Professional – Conduct beyond reproach to the highest ethical standards
- Accountable – Doing what we commit to do in an environment of trust and respect
- Collaborative – Working as a team to achieve exceptional results
- Transparent – Honest and open communication and sharing of information between stakeholders

4. Strategy

Strategic Goal One (Weighting 35%)	Objectives
Goal One: Professional Thrust: Engineering practitioners enjoy the benefit of world class registration and education.	Objective One: Education Engineering Practitioners are recognised through excellent, relevant and globally accepted educational standards.
	Objective Two: Registration: Engineering Practitioners are registered through accessible, fair, transparent and credible systems.
	Objective Three: Growth and Retention of Registered Engineering Practitioners: Growth and retention is achieved through: <ul style="list-style-type: none"> ● The promotion of the profession; ● The development of additional attractive benefits for registered practitioners; ● The strengthening of relationships with recognised Voluntary Associations; ● Engaging with employers of Engineering Practitioners to promote the benefits of ECSA; ● influence employment practices with respect to engineering practitioners; ● Influencing transformation across the sector; and ● Protect the Environment
	Objective Four: The Growth of the Profession: The Engineering Profession is grown by increasing the number of engineering practitioners to meet existing and future demands
	Objective Five: Renewal of Registration: Practitioners successfully renew their registration through fair, credible, transparent and accessible processes

Strategic Goal Two (Weighting 20%)	Objectives
Goal Two: Public Thrust: Public awareness of the profession and its standards and regulation to ensure the implementation of those standards in the public interest.	Objective One: Public Awareness: Promote awareness through public education, information and awareness programmes.
	Objective Two: Public Protection: Protection of the health, safety and interests of the public through effective regulation of the profession.
	Objective Three: Regulation of the profession: Regulate the profession in accordance with legislative requirements
Strategic Goal Three (Weighting 20%)	Objectives
Goal Three: Socio Economic Thrust: Engineering practitioners proactively responsive to local and national socio-economic requirements.	Objective One: Research: Research is undertaken into strategic contributions the profession could be making to support national programmes including but not limited to NDP, NIP and National Beneficiation Strategy
	Objective Two: Stakeholder Relationships: ECSA is responsive to decision makers through excellent stakeholder relationships. ECSA is represented in or structurally linked to key government decision making bodies and SOE's e.g. PICC, NDP, DPW, Eskom, Transnet, Sasol etc.
	Objective Three: Project Development, Funding and Implementation: Proposals are developed and implemented for specific projects and funding sought from Government and other stakeholders.
Strategic Goal Four (Weighting 25%)	Objectives
Goal Four: Organisational¹ Thrust: A sustainable, transformed and coherent organisation that is capable of delivering the impact desired by its stakeholders and society	Objective One: Transformation: ECSA is transformed both ethically and transparently at every level in terms its approved Transformation strategy and Model
	Objective Two: Organisational Coherence: <ul style="list-style-type: none"> ● The Organisational structure is aligned with the approved ECSA Strategy. ● Alignment and coherence is evident between all structures of ECSA including Council. ● Committees and sub committees of Council and Secretariat. ● ECSA's values and behaviours support the achievement of the ECSA Strategy. ● ECSA collaborates effectively with other Built Environment organisations.
	Objective Three: People Management: <ul style="list-style-type: none"> ● ECSA enjoys a highly motivated and productive workforce (both employed and volunteers) ● Technical capability is built within ECSA workforce ● ECSA's technical and administrative capacity and capability is sustainable.
	Objective Four: Systems: Effective and efficient systems support the execution of ECSA Strategy
	Objective Five: Brand and Marketing: ECSA is considered the preferred authority on engineering matters with a positive and credible brand in the country and beyond.
	Objective Six: Corporate Governance: ECSA is well managed to the highest standards of corporate governance.
	Objective Seven: Financial Management: ECSA's finances are effectively and efficiently managed.
	Objective Eight: Monitoring and Evaluation The execution and impact of strategy within ECSA is constantly monitored, evaluated and reviewed.

1 Whenever the word "organisation" is used in this document it includes the Council, Secretariat, Volunteers, Employees and sub structures of ECSA

The operational aspects of the strategy are contained in the business plan in Section B below. Effective strategic management and implementation of the plans require regular monitoring and assessment which will periodically be reported to Council by Strategic Advisory Committee (SAC) for information and input where necessary. The office of the CEO will closely monitor quality and track progress in implementation the business plan.

The strategic plan will be reviewed annually through conducting an analysis on the environment (both internal and external). There shall also be a detailed analysis on all strategic resources. Based on the analysis and input from the Council, both the strategic and business plans will be reviewed and priorities set.

SECTION B BUSINESS PLAN



ECSA
ENGINEERING COUNCIL OF SOUTH AFRICA

SECTION B – BUSINESS PLAN

This Business plan is based on the approved strategy which is described in section A above. The development of the Business Plan is necessary to give effect to the strategic plan. The business plan incorporates distinctive aspects of the operations clearly setting out strategic objectives, strategic measures, performance indicators, and targets for the 2014/15 financial year, responsibilities, resources required and means of verification. Optimal resourcing of the Business Plan is imperative for success and requires ECSA to solicit dedicated funding for prioritised initiatives.

1. The ECSA Business Plan 2014/15

PROGRAMME ONE: Professional Thrust		Programme Goal One: Engineering practitioners enjoy the benefit of world class registration and education.					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/ Indicator	2014/5 Target	Accountable Person/ Responsible Department	Contributing Department	Resources needed	Means of Verification
Objective One: Education Engineering Practitioners are recognised through excellent, relevant and globally accepted educational standards.	Quality assurance of engineering education standards by conducting accreditation visits to academic institutions (two (2) regular accreditation visits, five (5) interim accreditation visits and two (2) final)	Number of accreditation visits to academic institutions	<ul style="list-style-type: none"> Conduct accreditation visits according to the accreditation plan Assist or Advise One (1) other Institutions in the Continent with their accreditation upon request and resource constraints 	Executive Statutory Functions/ Education	<ul style="list-style-type: none"> Finance Committees responsible for accreditation 	<ul style="list-style-type: none"> Trained volunteers Budget training workshops and logistics, travel etc. Human Capital/ Personnel 	<ul style="list-style-type: none"> Accreditation letter A response to the request
Objective Two: Registration: Engineering Practitioners are registered through accessible, fair, transparent and credible systems.	Transformation of the registration system (comparable registration models aimed at encouraging an accessible, fair, and credible registration researched)	Number of researched alternatives for registration	3x proposed alternative models	Executive Statutory Functions	<ul style="list-style-type: none"> Strategic services Office of the CEO Joint implementation committee Central registration committee Transformation committee 	<ul style="list-style-type: none"> Personnel Volunteers with expertise in registration including experts from other statutory bodies in RSA and international experts 	A research report with recommendations on preferred registration model
		A number of pilot projects to instil a culture of transparency	3 x committee Pilots for the use of the recording system of assessment interviews.	Executive Statutory Functions/ registration	<ul style="list-style-type: none"> Legal Central registration Registration Professional Committees 	<ul style="list-style-type: none"> Personnel Recording equipment 	Pilot reports to Council
	To increase the number of registered persons	Total percentage increase of new registered persons	8% increase from a base of 41 125 registered persons by March 2015	Executive Statutory Functions/ Registrations	<ul style="list-style-type: none"> Marketing IT Finance Education 	<ul style="list-style-type: none"> Functional electronic registration system Personnel Financial resources 	Registration report
	To improve the success rate of applications	Percentage of successful applications processed	65% success rate excluding deferrals	Executive Statutory Functions/ Registrations		<ul style="list-style-type: none"> Personnel 	Report

	Development and implementation of registration security control system (Design registration system with security features and a storage of certificates)	Compliance to the plan in terms of functional targets and timelines	80% compliance to the implementation plan.	Executive Statutory Functions/ Registrations	<ul style="list-style-type: none"> Legal Supply chain Finance Strategy 	<ul style="list-style-type: none"> Human Capital / Personnel Financial Resources / Budget Appropriate IT Software 	Audit report confirming safe keeping and appropriate security features for the certificates
	Development, set-up and implementation of registration application vetting system for validity qualifications	A functional vetting and screening of applications information	Installation of the applicant's information vetting system	Executive Statutory Functions	<ul style="list-style-type: none"> Registrations Legal SCM 	<ul style="list-style-type: none"> Human Capital / Personnel Financial Resources / Budget Appropriate IT Software 	Audit report confirming a proper vetting process is in place.
	Development and implementation of a tracking system for effective monitoring of lodged complaints and enquiries	<ul style="list-style-type: none"> Specifications for the tracking system Time of successful installation of vetting and tracking system. Percentage compliance with specifications 	<ul style="list-style-type: none"> Finalised and approved specifications Vetting software installed by March 2014 100% compliance with specs 	Executive Statutory Functions/ Registrations	<ul style="list-style-type: none"> CPD SCM Corporate Marketing and Communication 	<ul style="list-style-type: none"> Appropriate Software Human Capital / Personnel Financial Resources / Budget 	Implementation report
Objective Three: Growth and Retention of Registered Engineering Practitioners: Growth and retention is achieved through:	Promoting the Engineering Profession	Number of Engenius marketing supplements to include in university publications.	8 Engenius inserts in publications for tertiary education country wide	Marketing	<ul style="list-style-type: none"> Education Finance 	<ul style="list-style-type: none"> Marketing inserts 	<ul style="list-style-type: none"> Cost of producing marketing inserts
		Total number of learners to be provided with Engenius Information	14 000 learners of which 60% will be from the rural areas	Marketing	<ul style="list-style-type: none"> Strategy 	<ul style="list-style-type: none"> Personnel Travel and logistics costs 	<ul style="list-style-type: none"> Report
		Total number of new role models to be trained.	150 Role models trained	Marketing	<ul style="list-style-type: none"> Strategy 	<ul style="list-style-type: none"> Logistical costs Engenius promotional materials such as DVD's, brochures Volunteers Voluntary Associations 	<ul style="list-style-type: none"> Training report
		Number of registration awareness raising presentation to stakeholders	100 presentations made to companies and other stakeholders	Registrations	<ul style="list-style-type: none"> Marketing 	<ul style="list-style-type: none"> Personnel Volunteers Travel and Logistical cost 	<ul style="list-style-type: none"> Attendance register of attendees

	Development of a conceptual document of offering additional attractive benefits for registered practitioners	Number of lifestyle benefits negotiated for implementation	1 x negotiated benefit	Executive-strategy services	<ul style="list-style-type: none"> Executive statutory services Marketing 	<ul style="list-style-type: none"> Consultant Cost of marketing platforms for the added benefits 	<ul style="list-style-type: none"> A draft contract or agreement
	Strengthening of relationships with recognised Voluntary Associations (VAs) by engaging each VA for a joint collaboration on transformation initiative	Percentage of Engagement with recognised VAs and number of implementation plans.	Engage 10% of recognised VAs for a joint Transformation initiative and signed MoU with 10% of the recognised VAs	Office of the CEO	<ul style="list-style-type: none"> Executive Strategic services Executive Statutory services 	<ul style="list-style-type: none"> Executive buying and support Support personnel 	<ul style="list-style-type: none"> Minutes of meetings Signed MoUs.
	Engaging with employers of Engineering Practitioners to promote the benefits of registering with ECSA and influence employment practices with respect to engineering practitioners	Total percentage engagement of identified employer organisations and bodies	Engage 25% of identified employer bodies and organisations to influence employment practices	Executive Statutory Functions/ Legal	<ul style="list-style-type: none"> Registration Marketing 	<ul style="list-style-type: none"> Personnel 	<ul style="list-style-type: none"> Notes of meetings
	Influencing transformation across the sector by conducting Provincial consultations to present ECSA Transformation Plan to include employer bodies, academia, engineering practitioners, Provincial Infrastructure Department and Private sector	Number of consultations with stakeholders for buy-in and input into ECSA Transformation strategy	9 (1 per Province)	Office of the CEO	<ul style="list-style-type: none"> Executive strategic services Executive-Statutory functions Executive-Support services Marketing 	<ul style="list-style-type: none"> Personnel Cost of logistics 	<ul style="list-style-type: none"> Transformation consultation outcome report
	Maintaining the reduction of the cancellation rate of registered persons	Reduction in the number of cancellations by registered persons	Reduce the number of cancellation by 10% in comparison with 2012/13 FY cancellations.	Executive – Statutory functions/ registrations	<ul style="list-style-type: none"> Marketing 		<ul style="list-style-type: none"> Cancellation report
Objective Four: The growth of Profession							
Objective Four: The growth of Profession	Candidacy phase funding implementation	Time of acceptance of the funding proposal by ECSA's relevant strategic partners	March 2015.	Executive Statutory Services	<ul style="list-style-type: none"> Executive strategic services Marketing Registrations IT 	<ul style="list-style-type: none"> Cost for the development of the IT platform Personnel Cost for logistics 	Funding agreement

	Development and implementation of the mentor connector platform	Customer satisfaction rating	Rating of 3	Executive-strategic services	<ul style="list-style-type: none"> IT Registration 	<ul style="list-style-type: none"> Personnel Survey software 	Survey report
	Reconfiguration of the entire commitment and undertaking (C&U) system	Number of recommitment commitments by Companies	7 recommitments	Executive Statutory services	<ul style="list-style-type: none"> Registrations 	Personnel	SAC report stating the number of recommitments reached.
	Engage and influence P1 and P2 training towards National Diploma in Engineering (Conduct research to gain a better understanding of the implication of lack of P1 and P2 training opportunity)	Time of completing the report	March 2015	Executive Statutory Services	<ul style="list-style-type: none"> Education Executive Strategic Services 	Consultant	Acceptance by SAC, CRC and Research Report
	Establishment and management of an education trust	Finalisation of the establishment of the trust	<ul style="list-style-type: none"> Appointment of initial trustees and operationalization of the trust 	Executive Strategy Services	<ul style="list-style-type: none"> Legal Marketing 	<ul style="list-style-type: none"> Personnel Budget 	Appointment letter.
		Raise funds for the operations of the trust	Raise R 400 000 for managing the education trust	Executive Strategy services	Office of the CEO		Proof of funds transferred or letter of commitment
	Develop and maintain partnerships to generate scholars interest in Engineering (Identification of partnerships for collaboration in Engenius programme)	Number of signed MoU	9 X MoUs.	Marketing		<ul style="list-style-type: none"> Costs for traveling 	<ul style="list-style-type: none"> Accepted MoUs; or progress report
Objective Five: Renewal of Registration: Practitioners successfully renew their registration through fair, credible, transparent and accessible processes	Total renewal of 6500 registered persons for the financial year.	Number of renewals	6500 registered persons renewals successfully completed	Registration	Education Finance	<ul style="list-style-type: none"> Functional CPD system Human Capital / Personnel 	CPD system report

PROGRAMME TWO

PROGRAMME 2: Public Thrust		Programme Goal Two: Public awareness of the profession and its standards and regulation to ensure the implementation of those standards in the public interest.					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/ Indicator	2014/5 Target	Responsible Department	Contributing Department	Resources needed	Means of Verification
Objective One: Public Awareness: Promote awareness through public education, information and awareness programmes.	Development of a comprehensive and effective communication strategy on Council activities	An approved communication strategy and implementation plan	Approved communication strategy and implementation of 10% of the communication strategy and collaboration with other BE Council	Office of the CEO	<ul style="list-style-type: none"> Executive-Statutory services Executive-Strategic services Executive-Support services All 	<ul style="list-style-type: none"> Human Capital / Personnel Budget 	<ul style="list-style-type: none"> Approved comprehensive communication strategy for all structures and Departments of ECSA Implementation report Report on BE Council's collaboration initiative
	Identification and dissemination of Engineering themes for public education and information	Number of Identified engineering themes and percentage communication of the identified engineering themes	10 X engineering themes	Executive-strategic services	All	<ul style="list-style-type: none"> 	Communication report
	Development of an information brochure on registration information with specific information incorporating stakeholder participation	Number of discipline brochures developed and available on the website and at helpdesk.	<ul style="list-style-type: none"> 9 x for Engineering technician 9X for Engineering technologist 9X for engineers 	Executive statutory/ Registrations		<ul style="list-style-type: none"> Budget Personnel 	Brochures
		Number of stakeholder feedback	100	Executive Strategic services / Marketing and Communication		<ul style="list-style-type: none"> Budget Personnel 	Report

Objective Two: Public Protection Protection of the health, safety and interests of the public through effective regulation of the Profession	Establish and operationalise community forums to enable understanding of public needs around the Built Environment	Number of established and operationalized community forums in provinces	<ul style="list-style-type: none"> • 9 x community forums • Engage two forums on Engineering matters 	Executive – statutory functions	Legal Marketing	<ul style="list-style-type: none"> • Facilitation costs • Human Capital / Personnel 	Report
	Design and implement a system to proactively investigate and finalise the cases without compromising the quality of the investigations	<ul style="list-style-type: none"> • System designed to improve the finalisation of cases • Percentage improvement in finalisation of cases. 	<ul style="list-style-type: none"> • A functional system to expedite completion of cases • 20% increase of cases finalised as compared to the previous financial year. 	Executive Statutory function	Legal	<ul style="list-style-type: none"> • Human Capital / Personnel • Volunteer / Assignee support • Budget 	Recommendations report
	Establish a rehabilitation programme for offenders found in breach of the code of conduct	Number of rehabilitation programmes implemented.	Conduct a minimum of two (2) workshops for offenders who are in breach of the code of conduct	Executive statutory service	Legal Marketing	<ul style="list-style-type: none"> • Human Capital / Personnel • Volunteer / Assignee support • Budget 	Rehabilitation report
	Work with the Department of Environmental Affairs and other constituencies to investigate poor quality engineering work	Number of Memorandum of understanding with the Department of Environmental Affairs and other constituencies to investigate poor quality	2 x Memorandum of understanding for collaboration in public health and safety	Executive Statutory function	Legal Marketing	<ul style="list-style-type: none"> • Human Capital/ Personnel 	Collaboration report
Objective Three: Regulation of the profession: Regulate the profession in accordance with legislative requirements	1. Completion and Implementation of IDOEW	Final published IDOEW Board Notice	Final published IDOEW Board Notice	Executive – Statutory functions /Legal	Finance Communication	<ul style="list-style-type: none"> • Human Capital / Personnel • Volunteer support • Budget 	<ul style="list-style-type: none"> • Board notice on IDoEW • Council inputs to the proposed EPA amendments. • Revised guideline fees.
	2. Review of the Engineering Profession Act 46 of 2000(EPA)	Submission of additional possible amendments to Department of Public Works (DPW) through Council	Submission of proposed EPA amendments to CBE and DPW				
	3. Development of Guideline Fees	Annual Publication of Guideline Fees	Guideline Fees Board Notice				
	Development of policy for the temporary registration of foreign Engineers on special assignments	Recommended policy	Approved policy on temporary registration of foreign Engineers on special assignment	Executive-Statutory services	Legal	<ul style="list-style-type: none"> • Human Capital / Personnel • Volunteer • Support 	Recommended policy to Council

PROGRAMME THREE

PROGRAMME 3: Socio Economic Thrust		Strategic Goal 3: Engineering practitioners proactively responsive to local and national socio-economic requirements.					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/ Indicator	2014/5 Target	Responsible Department	Contributing Department	Resources needed	Means of verification
Objective One: Research: Research is undertaken into strategic contributions the profession could be making to support the NDP, NIP and National Beneficiation Strategy	<ul style="list-style-type: none"> Identification and implementation of research projects Operationalisation of the Thought leadership forum 	<ul style="list-style-type: none"> Number of identified and implemented Research projects Number of Functional thought leadership teams 	<ul style="list-style-type: none"> 2 x research topics 9 x task teams 	Executive – strategic services	All	Research officer	<ul style="list-style-type: none"> Research identification and screening protocol Research report Report of the forum
Objective Two: Stakeholder Relationships: ECSA is responsive to decision makers through excellent stakeholder relationships.	Key stakeholders are identified and strategies developed and implemented to build and maintain relationships with Government, SOE's(PICC, NDP, DPW, ESKOM, TRANSNET, Sasol) that enable ECSA to achieve its goals	Number of identified key stakeholders, developed and implemented strategies	4 x Key stakeholder relationship strategies developed and implemented with high priority stakeholders	CEO's Office	Marketing Communications Education Registration		<ul style="list-style-type: none"> MoU or report
Objective Three: Project Development, Funding and Implementation: Proposals are developed and implemented for specific projects and funding sought from Government and other stakeholders.	Critical projects are identified and developed to define ECSA's contribution to meeting National imperatives	Number of funding proposals developed	2 x Funding proposals are drafted and approved and engage strategic partners for funding.	CEO's office	Executive – Strategic services	Personnel	Approved funding proposals

PROGRAMME FOUR

PROGRAMME 4: Organisational Thrust		Strategic Goal 4: A sustainable, transformed and coherent organisation that is capable of delivering the impact desired by its stakeholders and society.					
Strategic Objective	Measurable Objective (Strategic Activities)	Performance Measure/ Indicator	2014/5 Target	Responsible Department	Contributing Department	Resources needed	Means of verification
Objective One: Transformation: ECSA is transformed both ethically and transparently at every level in terms its approved Transformation Model	All structures of ECSA are transformed consistent with the approved Transformation implementation plan	<ul style="list-style-type: none"> Change of Chairpersons and vice chairpersons who served more than 4 years Development and implementation of the transformation implementation plan as approved by Council. 	<ul style="list-style-type: none"> 44 x Committees comply with transformation implementation plan. 33 x Transformation business plans for committees 	Executive – Statutory services	All	<ul style="list-style-type: none"> Personnel Chairpersons and vice-chairpersons of all committees 	Transformation report
Objective Two: Organisational Coherence: <ul style="list-style-type: none"> Alignment and coherence is evident between all structures of ECSA including Council, Committees of Council and Secretariat. ECSA's values and behaviours support the achievement of the ECSA Strategy 	Critical projects are identified and developed to define ECSA's contribution to meeting National imperatives	Number of funding proposals developed	2 x Funding proposals are drafted and approved and engage strategic partners for funding.	CEO's office	Executive – Strategic services	Personnel	Approved funding proposals
Objective One: Transformation: ECSA is transformed both ethically and transparently at every level in terms its approved Transformation Model	All structures of ECSA are transformed consistent with the approved Transformation implementation plan	<ul style="list-style-type: none"> Change of Chairpersons and vice chairpersons who served more than 4 years Development and implementation of the transformation implementation plan as approved by Council. 	<ul style="list-style-type: none"> 44 x Committees comply with transformation implementation plan. 33 x Transformation business plans for committees 	Executive – Statutory services	All	<ul style="list-style-type: none"> Personnel Chairpersons and vice-chairpersons of all committees 	<ul style="list-style-type: none"> Transformation report

Objective Two: Organisational Coherence: <ul style="list-style-type: none"> Alignment and coherence is evident between all structures of ECSA including Council, Committees of Council and Secretariat. ECSA's values and behaviours support the achievement of the ECSA Strategy 	Develop and implement an organisational structure that supports ECSA strategy	Approved ECSA Organisational Structure	Approved ECSA organisational structure	Strategic services	All	Organisational Design consultant	<ul style="list-style-type: none"> Approved organisational structure
	Support the implementation of the new ECSA Values	Number of culture surveys to test improvement in culture change and benchmark against the previous survey	1x survey	Human Resources	All	Cost of survey	<ul style="list-style-type: none"> Survey report
Objective Three: People Management: <ul style="list-style-type: none"> ECSA enjoys a highly motivated and productive workforce (both employed and volunteers) Technical capability is built within ECSA workforce ECSA's technical and administrative capacity and capability is sustainable. 	Signed performance contracts by end June 2014 and timely completion of performance appraisals on approval of the business Plan	Aligned staff and business KPAs and adherence to performance management procedures	<ul style="list-style-type: none"> Performance Enablement System Signed contracts by end May 2014 and Mid-Year appraisals completed by end Sep 2014 	Human Resources	All	Cost of performance enablement Cost of training	<ul style="list-style-type: none"> Report
	Development and implementation of succession planning policy	Number of policies developed	1 x cooperate Succession plan policy	HR	All		<ul style="list-style-type: none"> Succession strategy
	Development and implementation of training plans for all Departments within ECSA	Number of training and development plans	7 x training plans	Human Resources	All	Cost of training	<ul style="list-style-type: none"> Training report

Approved Date : 19 /06 / 2014

Acting CEO: Mr. Edgar Sabela 

President: Mr. Cyril Gamede 