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Message from the President of the Council

The world of engineering is an ever changing landscape because of the need to keep up with the socio-economic demands. The Engineering Council of South Africa (ECSA) has been given a legislative mandate to regulate the engineering profession. ECSA must also contribute in the development of a stable engineering environment that balances supply and demand. It is also important to uphold the integrity of the profession. The registration process should be rigorous and of high standard whilst retaining the principles of transparency and fairness. All registered persons must conduct themselves in an ethical manner at all times. It is therefore our legislative mandate to ensure that those engineers who are registered with us adhere to the spirit and the letter of the conduct of registered persons.

In this report, we show how ECSA business impacts on the macro-environmental factors such as the triple challenges of unemployment, inequality and poverty within the context of South Africa. As a result, we have partnered with government as we promote the realization of the National Development Plan (Vision 2030). Our continuous engagement with the Presidential Infrastructure Coordinating Committee through our Thought Leadership Forum is an effort to facilitate and nurture the culture of innovation and research within the Built Environment. We envisage that our core business between 2015 and 2020 will be focussed on supporting the development priorities of government by developing a reliable pipeline of engineering skills.

The strategic alignment between the Department of Public Works (DPW), Council for the Built Environment (CBE) and ECSA is a strategic partnership that seeks to enhance the engineering profession through cooperation and using shared resources. This will eventually translate to meaningful support of the government mandate.

The development of the annual performance plan has been a rigorous process where the first phase involved preparation and gathering of information from internal and external stakeholders. The second phase was analysis and synthesis of information in order to come up with a plausible support model for delivering the mandate of ECSA. We therefore commend ECSA staff for a job well done in concluding this plan. Lastly, the committees of Council had to be realigned to the new organogram structure as approved by Council in order to achieve a well functional operational plan. This clearly redefines the roles of committees and seeks to alleviate duplication where necessary. This will enhance effectiveness and efficiency of ECSA. I am therefore pleased to deliver the strategic document and the Annual Performance Plan of ECSA for 2015 to 2020 and 2015/16 financial years respectively as documents that will guide us to achieve our mandate and continue to support the socio-economic mandate of government.

Yours sincerely

_____________________________
Mr. Cyril Vuyani Gamede, Pr Eng
President: ECSA
Message from the CEO

The main focus on ECSA business has been to facilitate transformational drives within the organisation. This has proven to be a mammoth task considering that our internal operations are by and large influenced by our external stakeholders, which we do not, most often than not, have control over. However, we pride ourselves with the inroads that we have made notwithstanding all challenges embedded deep within the organisational legacy.

The imperatives of this Annual Performance Plan (APP) are aimed at demonstrating the relevance of ECSA to South Africa, within the continent of Africa and around the globe in the next five years. We are working hard to put the reputation of ECSA in a better light and to give our clientele the kind of service that is due to them. This effort is being enforced by the adjustments that are currently underway to align the organogram with the overall strategy. This new strategy is aimed at repositioning ECSA in order to retain the professionals who are already registered and to appeal to the new and upcoming generation of engineers as the regulator of choice.

We have developed 4 strategic outcome oriented goals which will set us at a momentous trajectory. These goals are aimed at addressing matters relating to providing a conducive professional engineering registration environment for practitioners, public awareness of the profession, high impact socio-economic interventions in response to national and other priorities and lastly, forming a sustainable, transparent and coherent organisation. Moreover, an effort has been done in aligning ECSA objectives to the mandate and to answer a question of how we can add value to the political and economic imperatives facing South Africa.

The New Registration System (NRS) is in the process of being implemented in order to simplify the process of registration. In our road shows throughout the country in 2014 we were confronted with the quest from engineering practitioners who are willing to be part of the roll-out of this system and the appreciation for its simplicity and accessibility. This is one of the ways which we are using to increase our efficiency and also improve the number of registered persons in South Africa. The increased pool of registered persons means an increased number of competent engineering practitioners, which in turn translates to improved quality of engineering work within our communities.

In order to fully professionalize the environment, we envisage forging relationship with the employers, especially those offering services in the public space, in order to give ECSA an opportunity to ensure that their employees are professionally registered. Moreover, it will create conducive employment conditions to abide by the code of conduct.

Let me end off by congratulating the ECSA staff for all the hard work that has been demonstrated in putting the 2015/16 Annual Performance Plan together. I have to attest to the fact that it is a well-thought through document and, if implemented to the letter, it will take ECSA to the new and lofty heights.

Yours truly,

Mr. Sipho Madonsela, Pr Eng
Chief Executive Officer

Cyril Gamade (Mr)
President: ECSA

Sipho Madonsela (Mr)
Chief Executive Officer
PART A: STRATEGIC OVERVIEW

1. Purpose and Values of the ECSA

Vision

Engineering excellence, transforming the nation

Mission

ECSA seeks to achieve this vision through:

• Determining standards for education and accreditation of educational programmes as well as registration of Engineering Practitioners
• Developing and sustaining a relevant, transformed, competent and internationally recognized engineering profession
• Educating the public on expected engineering quality standards and protecting the interests of the public against sub-standard quality of engineering work
• Regulatory efforts to ensure environmental protection; and
• Engaging with Government to support national priorities

Values

• Professional – Conduct beyond reproach to the highest ethical standards underpinned by quality, timeliness, trust and respect
• Accountable – Doing what we commit to do in an environment of trust and respect and being answerable for our failures to meet our committed obligations
• Collaborative – Working as a team to achieve exceptional results
• Transparent – Honest and open communication and sharing of information between stakeholders

Revisions to Legislative and other Mandates

1.1 Legislative Revisions

No legislative revisions have been made to the Engineering Professions Act, (EPA,) to date, however the Council recognises that there is a need to review the dated Act as some parts of the Act inhibit the Council to execute its mandate. Council plans to engage the Minister of Public Works through the CBE to make proposals with a view to review the Act. It should be noted that in May 2013, the Ministry of Public Works gazetted the BEP policy review proposing amendments of the statutory regulatory framework, but not much was achieved from the process.

1.2 Legislative Mandates

The ECSA is established by section 2 of the EPA with the mandate to regulate the engineering Profession. There are other regulatory prescripts in the country that have a direct or indirect bearing on the operations of the Council. The following are some of the many legislations, regulations and policies that ECSA must observe:

<table>
<thead>
<tr>
<th>Short Title of The Act</th>
<th>Purpose of the Act</th>
</tr>
</thead>
<tbody>
<tr>
<td>Republic of South Africa Constitution of 1996</td>
<td>The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution.</td>
</tr>
<tr>
<td>Consumer Protection Act 2011</td>
<td>To promote a fair, accessible and sustainable marketplace for the consumer.</td>
</tr>
<tr>
<td>Construction Industry Development Board Act, 2000</td>
<td>To provide for the establishment of the Construction Industry Development Board; and matters incidental thereto.</td>
</tr>
<tr>
<td>Council for the Built Environment Act, 2000</td>
<td>To provide for the establishment of the Council For the Built Environment and matters incidental thereto.</td>
</tr>
<tr>
<td>Architectural Profession Act, 2000</td>
<td>To provide for the establishment of the Council for the Architectural Profession and matters incidental thereto.</td>
</tr>
<tr>
<td>Landscape Architectural Professional Act, 2000</td>
<td>To provide for the establishment of the Council for the Landscape Architectural Profession and matters incidental thereto.</td>
</tr>
<tr>
<td>Engineering Profession of South Africa, 2000</td>
<td>To provide for the establishment of the Council for the Engineering Profession and matters incidental thereto.</td>
</tr>
<tr>
<td>Project and Construction Management Profession Act, 2000</td>
<td>To provide for the establishment of the Council for the Project and Construction Management Profession and matters incidental thereto.</td>
</tr>
<tr>
<td>Quantity Surveying Profession Act, 2000</td>
<td>To provide for the establishment of the Council for the Quantity Surveying Profession and matters incidental thereto.</td>
</tr>
<tr>
<td>Property Valuers Profession Act of 2000</td>
<td>To provide for the establishment of the Council for the Property Valuation Profession and matters incidental thereto.</td>
</tr>
<tr>
<td>Public Finance Management Act of 1999</td>
<td>To regulate financial management and to ensure that all revenue, expenditure, assets and liabilities of Government departments or entities are managed efficiently and effectively.</td>
</tr>
<tr>
<td>Skills Development Act 97 of 1998</td>
<td>To govern training, education and skills development in the workplace.</td>
</tr>
<tr>
<td>Employment Equity Act</td>
<td>Applies to all employers and workers and protects workers and job seekers from unfair discrimination, and also provides a framework for implementing affirmative action.</td>
</tr>
<tr>
<td>Promotion of Administrative Justice Act of 2000</td>
<td>To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.</td>
</tr>
<tr>
<td>Promotion of Access to Information Act 2 of 2000</td>
<td>To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.</td>
</tr>
</tbody>
</table>
| Minimum Information Security Act | (1) Maximises the degree to which unclassified geographic information from various sources can be made electronically compatible and accessible; and
(2) Promotes the development of interoperable geographic information systems technologies that shall :-
(a) allow widespread, low-cost use and sharing of geographic data by National, Provincial, local governments and state entities, and the public; and
(b) enable the enhancement of services using geographic data |
The Occupational Health and Safety Act aims to provide for the health and safety of persons at work and to establish an advisory Council for occupational health and safety.

National Treasury Regulations These regulations are issued on a regular basis by National Treasury and are applicable to all public entities as listed on Schedules 2, 3B and 3D. These regulations are also applicable to public entities listed on Schedules 3A and 3C until 31 March 2001

National Archives of South Africa Act 1996 Provides for the proper management and care of the records of government bodies; and the preservation and use of a national archival heritage.

Construction Charter Provides a framework for the construction sector to address BBBEE, enhance capacity and increase productivity in the sector to meet world best practice

Property Charter Promote the BBBEE Act as these relate to the property sector

Protection of Personal Information Ensures that all South African institutions conduct themselves in a responsible manner when collecting, processing, storing and sharing another entity’s personal information by holding them accountable should they abuse or compromise personal information in anyway.

CHE Provides for the establishment of a Council that regulates the development and implementation of quality assurance of higher education.

Table 1: Legislative Mandates

<table>
<thead>
<tr>
<th>1.3. Policy mandates</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Council has recently approved the delegation of authority policy to guide the management of ECSA resources and it covers the following areas:</td>
</tr>
<tr>
<td>• Non-financial delegations</td>
</tr>
<tr>
<td>• Governance</td>
</tr>
<tr>
<td>• Strategic planning and reporting</td>
</tr>
<tr>
<td>• Corporate Services</td>
</tr>
<tr>
<td>• Statutory Services</td>
</tr>
<tr>
<td>• Finance Activities</td>
</tr>
<tr>
<td>• Accounting Activities/Transactions</td>
</tr>
<tr>
<td>• Budgeting Activities/Transactions</td>
</tr>
<tr>
<td>• Treasury Activities/Transactions</td>
</tr>
</tbody>
</table>

1.4 Relevant Court rulings
No court rulings since the proclamation of the EPA in 2000 had a bearing on ECSA operations.

2 Macro Situational Analysis
The 2014 Medium Term Budget Policy Statement (MTBPS) in the first instance sets the broad macro-economic environment of the country which will have an impact on the configuration of the Built Environment, and set the policy priorities of government through trade-offs that will be enforced by the macro-economic environment.

The 2014 MTBPS identifies the policy priorities of government. It states that Government’s 2014-19 Medium Term Strategic Framework (MTSF) provides a roadmap to address these challenges. It is the first five-year policy framework designed in sync with the 2030 vision of the National Development Plan. The 2014-19 MTSF aims to improve policy coherence, alignment and coordination across government. It highlights the need for partnerships between a capable developmental state, a thriving business sector and a strong civil society. It identifies employment, education and enhancing the capacity of the state as core policy objectives. The following are the outcomes targeted in the 2014-2019 MSTF:

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

The Department of Public Works (DPW) as the Executive Authority of the ECSA contributes directly to outcomes 4, 6, 7 and 12; and indirectly to outcomes 1, 5, 8, 10 and 14 as identified in Honourable Minister Nkosi’s - Five Year Policy Statement and Vision for the period 2014-2019. These have an impact on the strategic programmes and projects of the ECSA and the CBE.

The Council for the Built Environment (CBE) is the overarching body that coordinates the activities of the Built Environment Professional Councils. The CBE is of the view that the period between 2015 and 2020 is the time to consolidate and position the Built Environment Professions (BEPs) as important contributors to the development priorities of the State in support of the 14 outcomes of government, and those outcomes to which DPW has a direct and indirect contribution.

The CBE have identified the following core policy objectives in order to provide key areas that will anchor its effort and activities. The MTSF priorities over the period ahead as identified in the MTBPS, which are amenable, to the CBE mandate, include the following:

• Building the capacity of the public sector, particularly at local government level, through the “back-to-basics” approach, focused on improving service delivery, accountability and financial management.
• Improving the quality of the education system, starting with greater attention to human resources management and annual assessment of learners to benchmark progress.
CBE, following the policy priorities stated above set the following key priorities objectives in the medium-term as follows:

- Ensuring that Built Environment (BE) academic programmes curricula addresses issues of Labour Intensive Construction, implementation of the Infrastructure Delivery Management System (IDMS), Sustainable Development and Health and Safety.
- Promotion of high demand skills for Strategic Infrastructure Projects (SIPs).
- Stepping up mechanisms, programmes, projects and interventions to drive transformation and ensuring adequate representation of women and black people within the BE through the CBE Transformation Model.
- Scaling up the Maths and Science support programme to reach learners in grade 1 to 12 in 2018;
- Establishing a structured candidacy programme for candidates and interns to address bottlenecks in the skills pipeline;
- Supporting workplace training of BE graduates/candidates and interns to deepen competencies and to promote professional registration;
- Strengthening the technical capacity of local, provincial and national government;
- Aligning the policy planning and reporting processes of Built Environment Professional Councils (BEPCs) to the government’s planning cycles and the government’s priorities;
- Strengthening monitoring and regulatory work on delegated public functions of the BEPCs; and
- Enhancing internal systems, controls and capabilities to allow the organisation to deliver on its mandate and strategic goals.

2.1 Performance Environment

ECSA has aligned its strategy to the Department of Public Works as the accounting authority and the Council for the Built environment as the body charged with oversight role over the six Built Environment Professional Councils. ECSA is of the view that the strategic objectives identified will impact positively on the socio-economic growth and development of South Africa. The following are the strategic goals and strategic objectives of the ECSA within its context and in alignment with the national priorities:

- Recognising engineering practitioners through excellent, relevant and globally accepted educational standards;
- Registering engineering practitioners through accessible, fair, transparent, efficient and credible systems;
- Growth and retention of registered engineering practitioners;
- Achieve growth of the engineering profession by increasing the number of engineering practitioners to meet the existing and future demands;
- Engineering practitioners successfully renew their registration through fair, credible, transparent and accessible processes;
- Promote public awareness of the profession and its standards through public education, information and awareness programmes;
- Protection of the health, safety and interests of the public through effective regulation of the profession;
- Regulate the profession in accordance with the legislative requirements;
- Undertake Research to into strategic contributions the profession could make to support national programmes including and not limited to NDP, NIP and the national beneficiation strategy;
- Be responsive to decision makers through excellent stakeholder relationships;
- Development of funding proposals for implementation of specific projects from Government and other stakeholders; and
- Manage a sustainable, transformed and coherent organisation that is capable of delivering the impact desired by its stakeholders and society.

2.2 Organisational Environment

The engineering Council has been in existence since 1968 and have had the founding statutes repealed twice in 1999 and 2000. Since its establishment, this is the first time that the ECSA develop its strategy in line with the Government priorities. A business strategy and business plan was developed for the first time in 2010 since its existence. Since 2010 the Council has put in place monitoring and evaluation tools for continues improvement. During March 2015 CBE impressed on ECSA that an annual performance plan should be developed in the recommended format of the National Treasury.

The strategy developed considered both the internal and external factors and mainly shaped by the transformational factors in an endeavour to correct the overt disparities in the registration regime. Council recognises that the new strategic direction is a major milestone in the history of the council. Effective implementation and monitoring of the operation plan in realising the strategic objectives is imperative. Resources are needed to realise the strategy.

A new organogram was developed to support the new strategy. A high level organogram to support the strategy is as depicted below in figure 1.
2.3 Description of the strategic planning process

The ECSA’s strategy came about as a result of an intense consultation process that began in August 2013 and the first draft of the strategic plan was approved on the 27 March 2014 and the final reviewed strategy was approved by Council on the 19 March 2015 which forms the basis for the Annual Performance Plan (APP). The process was divided into two phases.

Phase one – preparation and information gathering

1. Desktop review and research was conducted on secondary data to gain a better understanding of the industry, including competitors and the market.
2. Interviews were held with key people within ECSA leadership, DPW, CBE, various formations of the Built Environment, consumers of the engineering services and service providers.

The primary purpose of this phase was twofold:

A. To gain a better understanding of the organisation, industry and markets. This embraced:
   • A reflection on the organisation itself including the understanding of its core competencies; and
   • An understanding of the stakeholders at ECSA and their perspectives on strategic direction

B. Generating ideas through dialogue with key stakeholders. The ideas were analysed and informed the formulation of an agenda for phase 2 of the process being facilitation of the strategic session with the Council.

The following are the common themes advanced by the participants of phase 1 as possible strategic direction of which Council echoed the same sentiments in its deliberations:

• Maintain and strengthen focus on accreditation and registration of engineering professionals;
• Expand within the mandate an outward focus to support national priorities;
• Position ECSA for growth opportunities in the continent;
• Strengthen ECSA’s approach to education in the engineering sector to develop much needed skills and relevance;
• Develop an approach to transformation that embrace impact and competence without neglecting demographics; and
• Broaden funding base beyond application and annual fees to project funding from Government and elsewhere.

Phase two – Facilitation phase

A strategic review session was held on the 21 November 2013. The CBE CEO also attended and made contributions in order to ensure strategy alignment between DPW, CBE and ECSA.

The process for both phase one and two culminated in the formation of the Strategic Plan, the context is that there was increased pressure from stakeholders for the Built Environment organisations to cooperate with one another but also demonstrate their ability to transform as well show relevance to the South African context and beyond. The foregoing 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 registration and accrediting professionals.

An environmental scan was conducted using SWOT and PESTEL analysis. The following is the outcome of the analysis:

SWOT analysis produced the results as set out below:
**STRENGTHS**

- 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

**WEAKNESSES**

- Lack of shared vision
- Resistance to transformation amongst some
- Inwardly focused on regulation
- Historically poor image
  - 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.
- No quality management system across the organisation
- Inadequate legislative framework
- Inadequate registration system
- Inadequate ICT environment
- Lack of transversal system to accommodate registration of specified categories
- Possible misalignment of structure to strategy
- Inadequate funding

**OPPORTUNITIES**

- Strengthen existing Programmes Systems
  - Broaden educational influence and scope
  - Expand membership
  - Add value to members
  - Embrace younger engineers
- Develop strategies to respond to government and SOE priorities
  - NDP, PICC
  - Local Government
  - Eskom, Transnets
  - Built Environment
  - Skills development
- Reposition the brand
- A strong engineering profession serving the nation and beyond
- Strengthen ECSA Organisationally and its Staff
- Transformation
  - Technical capability
  - Succession planning
  - Expand membership
  - Develop a national footprint
  - Improve staff morale
  - International participation

**THREATS**

- 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

**PESTEL Analysis**

<table>
<thead>
<tr>
<th>CRITERIA/ FACTORS</th>
<th>INTERNAL FACTORS</th>
<th>EXTERNAL FACTORS</th>
<th>INTERVENTIONS</th>
</tr>
</thead>
</table>
| Political         | Volunteers v/s sustainable staff capacity | Growing impatience with lack of transformation | i. Demonstrate active transformation of the profession  
ii. Address capacity, system and process issues to address and improve the “volunteers” system |
| Economic          | Inadequate funding | Inadequate funding | i. Investigate and implement a third stream income |
### Social

| Positioning ECSA mandate to be responsive to local and national socio-economic requirements | Growing pressure to meet social infrastructure development demands | i. Position profession for effective delivery of social infrastructure |

### Technological

| Out dated technology unable to support internal business processes | Technological set up not geared towards electronic interaction with external applicants i.e. Electronic applications | i. Design new and appropriate technology to support ECSA business |

### Environment

| Quest to integrate environmental concerns in the engineering solutions | Pressure to integrate environmental considerations in the given engineering solutions | i. Determine appropriate environmental sensitivities to be integrated with engineering solutions |

### Legal

<table>
<thead>
<tr>
<th>Inadequate legal &amp; policy framework</th>
<th>Inadequate legal and policy framework</th>
<th>i. Review and amend legislation to align it to best regulatory practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inability to progress registration of specified categories in line with S18(3) of the Act</td>
<td></td>
<td>ii. Create a framework to register specified categories of Engineers outside of the Professional Engineer category or currently recognized categories</td>
</tr>
<tr>
<td>Cumbersome and inefficient registration processes/system</td>
<td></td>
<td>iii. Establish a tracked system of registration from enrolment of students to professional Engineer with quicker turn-around times</td>
</tr>
<tr>
<td>Lack of a compulsory mechanism to ensure protection of the word “Engineer” and compulsory registration of all Engineers performing engineering work of whatever type</td>
<td></td>
<td>iv. Engage industry with a view to procuring their support to only hire Engineers who are registered with ECSA</td>
</tr>
</tbody>
</table>

### Strategic outcome-oriented goals of the ECSA

The following four Strategic Outcome Orientated Goals were identified as the strategic objectives of ECSA:

<table>
<thead>
<tr>
<th>Strategic Goal 1</th>
<th>Engineering practitioners enjoy the benefit of world class education and registration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal statement</td>
<td>An efficient, inclusive, transparent registration and education practices that promotes demand, employability, marketability, mobility and protection of work environment</td>
</tr>
</tbody>
</table>

**Link to national outcome(s)**

- Directly - CBE strategic goal 2 – a transformed built environment with appropriate, adequate skills and competencies, responsive to the country’s infrastructure delivery, operation and maintenance needs
- Directly - MTSF outcome 5 – A skilled and capable workforce to support an inclusive growth plan.
- Indirectly – MTSF outcomes 9 – Responsive, accountable, effective and efficient local Government.
- Indirectly – MTSF outcomes 11 – Create a better South Africa and contribute to a better Africa and a better world.
- Directly with section 3 (C) of the Council for the Built Environment Act, 2000 (Act 43 of 2000)
- Directly – MTSF outcomes 12 – An efficient, effective and development oriented public service.

<table>
<thead>
<tr>
<th>Strategic Goal 2</th>
<th>Public awareness of the Profession and its standards and regulation to ensure the implementation of those standards in the public interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal statement</td>
<td>An informed public that can hold the Profession accountable to the regulatory standards</td>
</tr>
</tbody>
</table>

**Link to national outcome(s)**

- Directly - MTSF outcome 5 – A skilled and capable workforce to support an inclusive growth plan.
- CBE Strategic goal 4 – Built Environment Professionals (BEPs) that operate within a regulated policy and legislative framework
- Indirectly - MTSF outcome 3 – All people in South Africa are and feel safe.
- Indirectly - MTSF outcome 11 – Create a better South Africa and contribute to a better Africa and a better world.
- Indirectly – MTSF outcomes 9 – Responsive, accountable, effective and efficient local Government.
- Indirectly – MTSF outcomes 10 – Protect and enhance our environmental assets and natural resources

<table>
<thead>
<tr>
<th>Strategic Goal 3</th>
<th>Engineering practitioners proactively responsive to local and national socio-economic requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal statement</td>
<td>High impact socio-economic interventions in response to national and other priorities</td>
</tr>
</tbody>
</table>
PART B: STRATEGIC OBJECTIVES

4 Aligning ECSA objectives to the mandate

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 Certified Engineer and Professional Engineering Technician as well as for Specified Categories, such as Registered Lift inspectors.
3. Prescribing and enforcing 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 appropriate Investigating Committees 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.

ECSA understands its mandate and the value chain as exhibited in the diagram below:
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. Further to that, Council resolved to Assist (within the ambit of the EPA) cross border academic institutions to set-up accreditations systems and accredit engineering programmes upon request as a strategic imperative in support of aspirations 1 and 7 as espoused in Africa Agenda 2063 that reads “a prosperous Africa based on inclusive growth and sustainable development” and “Africa as a strong, united and influential global player and partner” respectively.

5 PROGRAMMES
5.1 Programme 1: Education and Registration

Strategic Goal 1: Engineering practitioners enjoy the benefit of world class education and registration.

Strategic objectives: An efficient, inclusive, transparent registration and education practices that promotes demand, employability, marketability, mobility and protection of work environment.
1. Accreditation of Engineering programmes


Baseline

- Accreditation of engineering programmes in higher education institutions in South Africa
- Compliance with the requirements for the international accords and agreements with the global engineering organisations
- Engagement of the employer bodies to create a conducive work environment for engineering practitioners
- Baseline as of 31 March 2015: 222 engineering programmes were accredited by ECSA in 17 institutions being University of Cape Town, University of KwaZulu-Natal, Nelson Mandela Metropolitan University, University of the North-West, Witwatersrand University, University of Technology, Pretoria, UKZN, University of Johannesburg, Central University of Technology, Cape Peninsula University of Technology and Walter Sisulu University. The engineering programmes are accredited as follows:
  - 50 Bachelor of Science in Engineering
  - 93 Bachelor of Technology in Engineering
  - 79 National Diploma in Engineering

2. Globally accepted education standards

ECSA is a member of the International Engineering Alliance (IEA) that promotes the mobility of the engineering profession via the educational accords and competency agreement among the member countries. As of 31 March 2015, ECSA is a signatory to three educational Accords and two competency agreements being:
- Washington accord
- Sydney accord
- Dublin accord
- International professional engineers agreement (IPEA)
- International engineering Technologist agreement (IETA)

ECSA participate in all activities of the alliance that includes peer reviews of member countries; make inputs in competency standards, policies and attributes of the engineering practitioners.

Justification

- Directly - MTSF outcome 5 – A skilled and capable workforce to support an inclusive growth plan.
- Indirectly – MTSF outcomes 11 – Create a better South Africa and contribute to a better Africa and better world.

Improved registration system in line with best practice that strives to promote accessibility, fairness, transparency, efficiency and credibility

Baseline

- The registration application process is currently centralised as there is only one national ECSA office based in Gauteng.
- There are overwhelming sentiments amongst the stakeholders that ECSA processes are obstructive and non-transparent.
- Further to that, there are strong sentiments expressed through critical skills survey conducted in 2013 that the registration system is not transparent, the registration is cumbersome, there is poor communication of real time information for applicants and interviews are callous, to mention a few.

Justification

- Directly - CBE strategic goal 2 – A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.

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Links

- Indirectly – MTSF outcomes 11 – Create a better South Africa and contribute to a better Africa and better world
- Directly - CBE strategic goal 2 – A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.
Objective 1.3

**Objective statement**

The promotion of the profession;

- The development of relationships with recognised Voluntary Associations
- The development of relationships with stakeholders to engage employers to encourage registered engineers and graduate engineers
- Protecting the environment
- Protecting the Public and the environment

**Baseline**

Currently, there is a general consensus that approximately 35% of practising engineers are registered with ECSA. Professional registration remains non-compulsory in terms of the Engineering Profession Act, 2000 (Act 46 of 2000). The third term Council targeted to register 50,000 engineering practitioners by end of 2014, and only 44,621 was achieved. There has been a steady growth of new registrations between the years 2011 and 2014 at an average of 6.3% however there has been a notable increase of persons that do not maintain their registration leading to a decline in the net figures and retention failure.

**Voluntary Associations**

ECSA has recognised 44 Voluntary Associations in compliance with section 25 of the Engineering Profession Act, 2000 (Act 46 of 2000). A platform is established to create a dialogue between ECSA and the Voluntary Associations to jointly improve industry relations and maintain impact.

**Protection of the environment**

Protection of the environment is embedded in the code of conduct, the eleven exit level outcomes and the engineering curriculum. Because engineering involves exploiting various forces and complex systems and processes, the attainment of solutions is accompanied by risks. Mitigation of these risks requires competent and accountable engineering professionals.

**Protection of the Public and the environment**

Protecting the Public and the environment is a responsibility that engineering professionals have. The registration process is guided by a code of conduct in order to ensure that the members of the public can access engineering solutions that are necessary for the delivery of infrastructural goods and services. The registration system has been established by law to ensure this competence and accountability. The registration process is also guided by a code of conduct in order to ensure that the members of the public can access engineering solutions that are necessary for the delivery of infrastructural goods and services. The registration system has been established by law to ensure this competence and accountability.

**Justification**

There is a need to come up with an aggressive retention strategy.

**Links**

- Directly - MTSF outcomes 9 – responsive, accountable, effective and efficient local Government.
- Directly with section 3 (C) of the Council for the Built Environment Act, 2000 (Act 43 of 2000)
- Directly – CBE strategic goal 2 – A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.

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Objective 1.4

**Objective statement**

Broadened scope of registered persons under ECSA’s mandate

**Baseline**

Nine engineering disciplines are currently recognised for registration by ECSA which captures mainly the 38% of the persons on the database. The majority of the 62% of practitioners not registered do not necessarily form part of the recognised disciplines. Council would like to expand the scope of the disciplines to include emerging markets such as renewable energy, shale oil and gas, etc.

**Operationalise the engineering education trust**

In 2014, ECSA registered Sakhimfundo Education Trust. A pilot project based on the Thuthuka Model is currently underway based on a tripartite agreement between ECSA, Gauteng Department of infrastructure Development and the University of Johannesburg. 23 engineering students are beneficiaries of the programme and are enrolled at the University of Johannesburg.

**Justification**

There is a need to come up with an aggressive retention strategy.

**Links**

- Directly - MTSF outcome 5 – A skilled and capable workforce to support an inclusive growth plan.
- Directly – MTSF outcomes 12 – An efficient, effective and development oriented public service.
- Directly - CBE strategic goal 2 – A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.

---

Objective 1.5

**Objective statement**

Practitioners successfully renew their registration through fair, credible, transparent and accessible processes

**Baseline**

There is a need to create a platform that is user friendly.

**Justification**

Practitioners successfully renew their registration through fair, credible, transparent and accessible processes.

**Links**

- Directly - CBE goal 2 – A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.
- Directly - MTSF outcome 5 – A skilled and capable workforce to support an inclusive growth plan.
5.1.1 Resource considerations

This programme is a transformation flagship project as the focus is on improving efficiencies and making registration accessible, fair and transparent. There is a need to intensely engage the affected stakeholders which was never done in the history of ECSA. The New Registrations System is an enabling platform for the prospective applicants to access registration online. It is anticipated that there will be a steady increase in this area. The Council will have to find alternative ways of funding this programme if it will yield meaningful results. Council is in talks with CBE to find ways to fund the programme.

5.1.2 Risk Management

<table>
<thead>
<tr>
<th>Description of Risk</th>
<th>Primary Causes</th>
<th>Action Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of automated systems for statutory function</td>
<td>Lack of efficient registration processes</td>
<td>Council is in the process to review the current IT infrastructure with the view to develop an appropriate IT infrastructure that is informed by the current strategy.</td>
</tr>
<tr>
<td>Unreliable IT system and controls for capturing members' data. Also poor record-keeping practices resulting in the loss of important documentation</td>
<td>Long turnaround times for both registration and renewal are currently experienced</td>
<td>Council is in the process to review the current IT infrastructure with the view to develop an appropriate IT infrastructure that is informed by the current strategy.</td>
</tr>
</tbody>
</table>

5.2 Programme 2: Public awareness of the engineering profession

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Objective statement</th>
<th>Baseline</th>
<th>Justification</th>
<th>Links</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Objective 2.1</td>
<td>Public awareness of the profession and its standards through public education, information and awareness programmes</td>
<td>Baseline</td>
<td>Most stakeholders have expressed that ECSA is not very visible in the public domain</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective 2.2</th>
<th>Objective statement</th>
<th>Baseline</th>
<th>Justification</th>
<th>Links</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protection of the health, safety and interests of public through effective regulation of the profession</td>
<td>Effective and efficient regulation of the profession with focus on conduct of registered professionals through a code of conduct predicated on legislation and best practice</td>
<td>Upholding the code of conduct</td>
<td>Legislative injunction in terms of section 27 of the Engineering Profession Act, 2000. It is prudent for ECSA to come up with a plan to dispose of the backlog. ECSA should be seen to be aggressive in upholding the code of conduct for the protection of the health, safety and interest of the public.</td>
<td>Directly - MTSF outcome 5 – A skilled and capable workforce to support an inclusive growth plan.</td>
</tr>
</tbody>
</table>
5.2.1 Resource considerations

The focus of programme 2 is mainly on making ECSA visible. Key stakeholders have expressed concern that ECSA is not known by the people that matters for its existence. It was expressed as well that the value proposition for ECSA is not clear. Currently ECSA has engaged the services of a Public Relations company. It is anticipated that there will be an increase in budget for this programme if ECSA is to be aggressive in the tactics for gaining presence in the market place.

5.2.2 Risk Management

<table>
<thead>
<tr>
<th>Description of Risk</th>
<th>Primary Causes</th>
<th>Action Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate stakeholder support and cooperation</td>
<td>There is no effective stakeholder engagement, i.e. the process by which an ECSA involves people who may be affected by the decisions it makes or can influence the implementation of its decisions</td>
<td>Council plan to engage different stakeholders through road shows in order to gain a better insight into stakeholder needs.</td>
</tr>
<tr>
<td>Weak value proposition</td>
<td>Reduced income due to cancellation of registration because of the perceived lack of membership value</td>
<td>Develop and communicate the ECSA’s value to the prospective applicants including the current database.</td>
</tr>
</tbody>
</table>

5.3 Programme 3: Proactive response to Socio-Economic requirements

Strategic Goal: Engineering practitioners proactively responsive to local and national socio-economic requirements

Strategic objectives: High impact socio-economic interventions in response to national and other priorities

<table>
<thead>
<tr>
<th>Strategic Objective 3.1</th>
<th>Research undertaken into strategic contributions the profession could be making to support national programmes including but not limited to NDP, NIP and National Beneficiation strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective statement</td>
<td>Comprehensive Research insights to ensure an informed response to the national Agenda</td>
</tr>
<tr>
<td>Baseline</td>
<td>ECSA is seen to operate in isolation and not involved with the socio-economic initiatives of Government. Council resolved to position itself to provide expert advice and solutions to challenges of engineering nature.</td>
</tr>
<tr>
<td>Justification</td>
<td>ECSA has to be seen to be relevant to societal needs. There has been an overwhelming call from a number of stakeholders for ECSA to be in the centre stage of providing engineering solutions. It was observed that ECSA was not recognised by decision makers when looking for expert advice in as far as engineering matters are concerned.</td>
</tr>
<tr>
<td>Links</td>
<td>• Indirectly – MTSF outcomes 11 – Create a better South Africa and contribute to a better Africa and a better world. • CBE Strategic goal 1 – A Built Environment that is responsive to the developmental and economic priorities of Government • CBE Strategic goal 3 – An optimally functioning built environment with a responsive and relevant policy and legislative framework based on informed and researched positions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective 3.2</th>
<th>ECSA is responsive to decision makers through excellent stakeholder relationships. ECSA is represented in or structurally linked to key Government decision making bodies and SOEs e.g. PICC, NDP, Eskom, Transnet, Sasol, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective statement</td>
<td>Strengthening relationships with key strategic partners</td>
</tr>
<tr>
<td>Baseline</td>
<td>ECSA need to strengthen relationships with key stakeholders that are users of engineering services and decision makers in Government particularly Government departments with the mandate to infrastructure mandate</td>
</tr>
<tr>
<td>Justification</td>
<td>ECSA needs to establish a strategic working relationships with SOEs and Government in order to make meaningful contributions to the socio-economic needs of the country</td>
</tr>
<tr>
<td>Links</td>
<td>• Indirectly – MTSF outcomes 2 – A long and healthy life for all South Africans. • Indirectly – MTSF outcomes 3 – All people in South Africa are and feel safe. • Indirectly – MTSF outcomes 9 – Responsive, accountable, effective and efficient local Government • Indirectly – MTSF outcomes 11 – Create a better South Africa and contribute to a better Africa and better world. • Indirectly – MTSF outcomes 12 – An efficient, effective and development-oriented public service. • CBE Strategic goal 1 – A Built Environment that is responsive to the developmental and economic priorities of government • CBE Strategic goal 2 – A transformed built environment with appropriate, adequate skills and competencies, responsive to the country’s infrastructure delivery, operation and maintenance needs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective 3.3</th>
<th>Proposals are developed and implemented for specific projects and funding sought from Government and other stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective statement</td>
<td>Strategic projects are fully resourced in order to respond to the socio-economic requirements of the nation</td>
</tr>
<tr>
<td>Baseline</td>
<td>ECSA’s income is derived from the registration and annual fees of registered persons. The income received is sufficient to run the mandatory functions of the Council at a break-even point. With the recent strategic position taken by Council to support Government initiatives, there is a need to raise funds to fund the strategic projects.</td>
</tr>
<tr>
<td>Justification</td>
<td>There is a need to engage strategic funding partners to contribute towards the initiatives aimed at addressing national socio-economic needs.</td>
</tr>
</tbody>
</table>
| Links                   | • Indirectly – MTSF outcomes 3 – All people are in South Africa are and feel safe. • Indirectly – MTSF outcomes 2 – A long and healthy life for all South Africans • Indirectly – MTSF outcomes 9 – Responsive, accountable, effective and efficient local Government • Indirectly – MTSF outcomes 11 – Create a better South Africa and contribute to a better Africa and better world. • Indirectly – MTSF outcomes 12 – An efficient, effective and development-oriented public service. • CBE Strategic goal 1 – A Built Environment that is responsive to the developmental and economic priorities of government • CBE Strategic goal 2 – A transformed built environment with appropriate, adequate skills and competencies, responsive to the country’s infrastructure delivery, operation and maintenance needs. • CBE Strategic goal 3 – An optimally functioning built environment with a responsive and relevant policy and legislative framework based on informed and researched positions. • }
5.3.1 Resource considerations
The programme is basically the avenue through which ECSA positions itself as a relevant organisation in the country and command respect as the engineering authority. The practice out there was that decision makers would approach individual when seeking advice on engineering matters. This programme is currently not accommodated in the current budget. It is with the understanding that ECSA will find strategic partners to fund such initiatives.

5.3.2 Risk Management

<table>
<thead>
<tr>
<th>Description of Risk</th>
<th>Primary Causes</th>
<th>Action Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of a sustainable financial model</td>
<td>Main revenue source (80% from membership fees) does not guarantee ECSA’s viability</td>
<td>ECSA plans and engage potential strategic funding partners to fund the special research projects.</td>
</tr>
</tbody>
</table>

5.4 Programme 4: A sustainable, transformed and coherent organisation

Strategic Goal: A sustainable, transformed and coherent organisation that is capable of delivering the impact desired by its stakeholders and society within the provisions of the EPA

Strategic objectives: A coherent and well run organisation

<table>
<thead>
<tr>
<th>Strategic Objective 4.1</th>
<th>A relevant organisation that significantly meet the needs of both internal and external stakeholders within the ECSA mandate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective statement</td>
<td>Set-up systems, structures and processes that will support the execution of ECSA business</td>
</tr>
<tr>
<td>Baseline</td>
<td>- An improved IT infrastructure has been developed over the past recent years and is not yet launched. The currently used platform is not adequately supporting ECSA to deliver on its mandate. - Inadequacy of funds to modernise our systems, structures and processes. - There are 44 active committees which prove to be unmanageable and in some cases their mandate overlaps. There is a need to streamline the committees in order to encourage efficiency, effectiveness and ease of support by administrative staff.</td>
</tr>
<tr>
<td>Justification</td>
<td>It is imperative for ECSA to run a coherent and efficient organisation to meet the needs of stakeholders.</td>
</tr>
<tr>
<td>Links</td>
<td>Indirectly - CBE Strategic goal 4 – Built Environment Professionals (BEPs) that operate within a regulated policy and legislative framework</td>
</tr>
</tbody>
</table>

5.3.1 Resource considerations
There will be a steady increase of budget for programme 4 as the Council is reviewing the IT, HR and office space. There is also a process of streamlining of policies, improvement of efficiencies and development of quality management systems.

5.3.2 Risk Management

<table>
<thead>
<tr>
<th>Description of Risk</th>
<th>Primary Causes</th>
<th>Action Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate business continuity processes</td>
<td>No plan to continue business operations in the event of a major disruption (such as fire or power failure) to ECSA’s operations</td>
<td>A service provider is engaged to assess the risk in this regard and make recommendations to mitigate the risk.</td>
</tr>
<tr>
<td>Inappropriate structure and governance oversight</td>
<td>The current structure and governance arrangements are inappropriate as they do not enable ECSA to deliver services well, meet the organisational objectives and achieve sustainable outcomes.</td>
<td>A process is underway to review the Governance structure to encourage efficiencies and effectiveness.</td>
</tr>
<tr>
<td>Non-compliance with policies, procedures and regulations</td>
<td>The organisation has not implemented the necessary systems and processes (including the relevant compliance management plans) within the business to ensure the meeting of compliance obligations</td>
<td>The Quality Manager has been appointed to review the status quo and implement a compliance regime.</td>
</tr>
</tbody>
</table>

6 Financial Resources
The Engineering Council of South Africa does not get any grant funding from the Government however the EPA empowers ECSA to collect fees from the registered persons. The revenue collected is sufficient to cover only programme 1, 2 and 4. Programme 3 will only be implemented if funds can be sourced from other sources.

The budget for the four programmes over the medium term period is as follows:

<table>
<thead>
<tr>
<th>Expenditure Per Programme</th>
<th>Audited Result</th>
<th>Current</th>
<th>Medium-Term estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>R in Thousands</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme 1</td>
<td>11, 687</td>
<td>15, 691</td>
<td>16, 789</td>
</tr>
<tr>
<td>Programme 2</td>
<td>4,658</td>
<td>6, 968</td>
<td>7, 456</td>
</tr>
<tr>
<td>Programme 3</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Programme 4</td>
<td>55,153</td>
<td>54, 162</td>
<td>57, 954</td>
</tr>
<tr>
<td>Total</td>
<td>71, 486</td>
<td>76, 821</td>
<td>82, 198</td>
</tr>
</tbody>
</table>
The following tables show the medium-term projects that will be undertaken per programme to meet the strategic goals of the organisation:

**Programme 1. Education and Registration**

**Strategic Goal:** Engineering practitioners enjoy the benefit of world class education and registration.

**Strategic objectives:** An efficient, inclusive, transparent registration and education practices that promotes demand, employability, marketability, mobility and protection of work environment.

### Programme 1 Performance Indicators

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Programme performance indicator</th>
<th>Audited actual Performance</th>
<th>Estimated un-audited performance</th>
<th>Medium term targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Accreditation of all engineering programmes in higher education institutions in South Africa</td>
<td>conducted 8 accreditation visits</td>
<td>Accredited engineering programmes in institutions of higher learning according to the approved schedule</td>
<td>Accredited engineering programmes in institutions of higher learning according to the approved schedule.</td>
</tr>
<tr>
<td>1.2</td>
<td>Maintain ECSA’s international standing through compliance with international accords and agreements</td>
<td>Complied with the requirements for the international accords and agreements</td>
<td>Complied with the requirements for the international accords and agreements</td>
<td>Accredited engineering programmes in institutions of higher learning according to the approved schedule.</td>
</tr>
<tr>
<td>1.4</td>
<td>Promote ECSA and the profession to ensure public awareness of the engineering Profession</td>
<td>12 stakeholder consultation roadshows conducted regarding the NRS (Section 36)</td>
<td>12 stakeholder consultation roadshows conducted regarding the New Specified Categories</td>
<td>12 stakeholder consultation roadshows conducted regarding the New Specified Categories</td>
</tr>
</tbody>
</table>
### Programme 1: Student retention

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Programme performance indicator</th>
<th>Audited actual Performance</th>
<th>Estimated audited performance</th>
<th>Medium term targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5 To retain registered persons with ECSA by 60% on year.</td>
<td>- - - - -</td>
<td>- - - - -</td>
<td>Development and implementation of a retention strategy</td>
<td>Development and implementation of a retention strategy</td>
</tr>
<tr>
<td>1.6 Creation of additional specified categories</td>
<td>- - - - -</td>
<td>- - - - -</td>
<td>Investigate possible categories of registration and open registration for 1 specified categories</td>
<td>Implement 3 x registration of specified categories</td>
</tr>
</tbody>
</table>

### Programme 2: Public awareness of the engineering profession

#### Strategic Goal
Public awareness of the profession and its standards and regulation to ensure the implementation of those standards in the public interest.

#### Strategic objectives
An informed public that can hold the profession accountable to the regulatory standards

#### Programme 2 Performance Indicators

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Programme performance indicator</th>
<th>Audited actual Performance</th>
<th>Estimated unaudited performance</th>
<th>Medium term targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Dissemination of information on engineering activities</td>
<td>- - - - -</td>
<td>- - - - -</td>
<td>Development of capacity building compendium</td>
<td>Development of capacity building compendium</td>
</tr>
<tr>
<td>2.2 Finalisation of disciplinary cases by 100%</td>
<td>- - - - -</td>
<td>- - - - -</td>
<td>Finalise 20% of disciplinary cases backlog</td>
<td>Finalise 100% of disciplinary cases backlog and 100% of current disciplinary cases.</td>
</tr>
</tbody>
</table>
#### 2.3 Improve the turn-around time to 100% finalisation within 6 months

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Programme performance indicator</th>
<th>Audited actual Performance</th>
<th>Estimated unaudited performance</th>
<th>Medium term targets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>- - - - -</td>
<td>- - - - -</td>
<td>improve the turn-around time to 100% finalisation within 6 months</td>
</tr>
</tbody>
</table>

#### 2.4 Promotion of high levels of Professional ethics by collaboration with employer bodies to uphold the code of conduct and promote a conducive working environment

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Programme performance indicator</th>
<th>Audited actual Performance</th>
<th>Estimated unaudited performance</th>
<th>Medium term targets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>- - - - -</td>
<td>- - - - -</td>
<td>Implement the MoU of 2 identified employer bodies</td>
</tr>
</tbody>
</table>

#### Programme 3: Proactive response to Socio-Economic requirements

**Strategic Goal:** Engineering practitioners proactively responsive to local and national socio-economic requirements

**Strategic objectives:** High impact socio-economic interventions in response to national and other priorities

**Programme 3 Performance Indicators**

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Programme performance indicator</th>
<th>Audited actual Performance</th>
<th>Estimated unaudited performance</th>
<th>Medium term targets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>- - - - -</td>
<td>- - - - -</td>
<td>Conduct 2 x research projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- - - - -</td>
<td>- - - - -</td>
<td>Conduct 3 x research projects</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Programme performance indicator</th>
<th>Audited actual Performance</th>
<th>Estimated unaudited performance</th>
<th>Medium term targets</th>
</tr>
</thead>
<tbody>
<tr>
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<th>Performance indicator</th>
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<th>Audited actual Performance</th>
<th>Estimated unaudited performance</th>
<th>Medium term targets</th>
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## Programme 4: A sustainable, transformed and coherent Organisational

**Strategic Goal:** A sustainable, transformed and coherent organisation that is capable of delivering the impact desired by its stakeholders and society.

**Strategic objectives:** A coherent and well run organisation

### Programme 4: Performance Indicators

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<th>Performance indicator</th>
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<td>4.1 Review of organisational structure to support ECSA strategy</td>
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<td>4.2 Review of ECSA governance policies</td>
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<td>4.3 ISO 9001 Certified management system</td>
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<td>4.4 Effective management of ECSA finances</td>
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<td>4.5 Enhanced information Management Infrastructure to support ECSA business</td>
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<td>4.6 Increase revenue collection</td>
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7. Governance

The Council

The Engineering Professions Act 2000, (Act 46 of 2000) establishes council as the highest governing body and accounting authority of the ECSA. The Council is appointed by the Minister of Public Works, as the Executive Authority, in terms of section 3 and is composed of 50 non-executive members as follows:

- Section 3(1)(a) – thirty (30) registered persons, excluding candidates, of whom at least 20 are actively practicing in the engineering profession.
- Section 3(1)(b) – ten (10) persons of whom at least 6 must be professionals in the service of the State.
- Section 3(1)(c) – ten (10) members of the public nominated through an open process of public participation.

The Council has previously established 44 committees to enable it to execute its mandate, nine (9) of those are high impact committees that report to Council. The rest are subordinate committees to the high impact committees. The 44 committees are established to carry out the mandate of ECSA and the registration system heavily relies on volunteers and peer review judgement. Given the new strategy, the committees are currently under review for realignment.

A. Statutory Committees

- Investigations committee (as prescribed in the EPA)
- Audit, Compliance and Risk Committee (as prescribed and mandated in the Public Finance Management Act (PFMA)

B. Committees of Council

- Central registration committee
- Finance and staff committee
- Strategic advisory committee
- Education committee
- Transformation committee
- International Affairs committee
- Engineering Standards Generating body

C. Sub-Committees of Council

- Legal matters committee
- Communications and information committee
- Joint implementation committee
- Fees Committee
- Identification of Engineering Work Committee
- Information and technology Committee
- Deans Advisory Committee
- Voluntary Associations Committee
- Technology Standards Generating Group
- Engineering Programme Qualification and Examination Committee
- Technology programme Qualifications and Examination Committee
- Registrations committee: Technologists
- Registrations committee: Engineers
- Registrations committee: Technicians
- Registrations committee: Lift Inspectors
- Registrations committee: Medical Equipment Maintainers
- Registrations committee: Fire Protection Systems Inspectors
- Registrations committee: Certificated Engineers
- Specified Categories committee
- Continuing Professional Development
- Professional Advisory committee: Civil
- Professional Advisory committee: Aeronautical
- Professional Advisory committee: Electrical
- Professional Advisory committee: Chemical
- Professional Advisory committee: Mechanical
- Professional Advisory committee: Metallurgical
- Professional Advisory committee: Agricultural
- Professional Advisory committee: Mining
- Professional Advisory committee: Industrial

INVESTIGATING COMMITTEE (IC)

The Investigating committee is composed of 20 members and is charged with the following responsibilities:

I. To investigate matters and to obtain evidence to determine whether or not, in its opinion, a registered person may be charged for breach of the Code of Conduct and, if so, to recommend to council the charge or charges that may be preferred against that registered person and if not, to recommend to Council that charges not be preferred against that registered person

II. The committee may, when it becomes aware of engineering related undertakings or unsound engineering practices that may prejudice public health and safety and the environment, investigate such undertakings and report to the CEO its findings and recommendations.

Audit, Risk and Compliance Committee (ARC)

The ARC committee is composed of 6 members and is charged with the following responsibilities:

The committee has the following specific responsibilities:

I. Integrated reporting

The Committee oversees integrated reporting, and in particular the Committee must:

a. give regard to all factors and risks that may impact on the integrity of the integrated report, including factors that may predispose management to present a misleading picture, significant judgements and reporting decisions made, monitoring or enforcement actions by a regulatory body, any evidence that brings into question previously published information, and forward-looking statements or information;

b. review the annual financial statements;

c. comment in the annual financial statements on the financial status, the accounting practices and the effectiveness of the internal financial controls;

d. review the disclosure of sustainability issues in the integrated report to ensure that it is reliable and does not conflict with the financial information;

e. recommend to Council the engagement of an external assurance provider on material sustainability issues;

f. recommend the integrated report for approval by the Council.
II. Combined assurance
The Committee ensures that a combined assurance model is applied to provide a Coordinated approach to all assurance activities, and in particular the Committee must:

a. to adopt and apply an internationally Combined Assurance Framework;
b. make sure that the combined assurance received is appropriate to address all the significant risks facing the organisation; and
c. monitor the relationship between the external assurance providers and the organisation.

III. Governance and compliance
The Committee is responsible for overseeing governance and compliance and must:

a. ensure compliance to the prescripts of the PFMA;
b. establish an Ethics Committee;
c. monitor the application of good governance principles by ECSA;
d. monitor the progress of governance implementation plans; and
e. review and monitor the process in place to ensure that ECSA complies with all relevant legal and statutory requirements.

IV. Internal audit
The Committee is responsible for overseeing the internal audit, and in particular the Committee must:

a. have input into the appointment, performance assessment and/or dismissal of the Internal Auditor;
b. approve the Annual Internal Audit Plan;
c. evaluate the performance of the internal audit function;
d. ensure that the internal audit function is subject to an independent quality review, as and when the Committee determines it appropriate; and
e. receive and oversee internal audit results and recommendations.

V. Risk management
The Committee is an integral component of the risk management process and specifically the Committee must:

a. to adopt and apply an internationally accepted Risk Management Framework;
b. oversee the development and annual review of a policy and plan for risk management to recommend for approval to the Council;
c. monitor implementation of the policy and plan for risk management through risk management systems and processes;
d. monitor the dissemination of the risk management plan throughout the organisation, and integration into the day-to-day activities of the organisation;
e. ensure that risk management assessments are performed on a continuous basis;
f. ensure that frameworks and methodologies are implemented to increase the possibility of anticipating unpredictable risks;
g. ensure that management considers and implements appropriate risk responses;
h. ensure that continuous risk monitoring by management takes place;
i. express the Committee’s formal opinion to the Council on the effectiveness of the system and process of risk management; and
j. review reporting concerning risk management that is to be included in the integrated report for timeliness, completeness and relevance.

VI. External audit
The Committee is responsible for recommending the appointment of the external auditor and to oversee the external audit process. In this regard the Committee must:

a. nominate the external auditor for appointment by the Council;
b. approve the terms of engagement and remuneration for the external audit engagement;
c. monitor and report on the independence of the external auditor in the annual financial statements;
d. define a policy for non-audit services provided by the external auditor;
e. pre-approve the contracts for non-audit services to be rendered by the external auditor; and
f. review the quality and effectiveness of the external audit process.

CENTRAL REGISTRATION COMMITTEE (CRC)
The Central Registration Committee is composed of 16 members and is charged with the following responsibilities:

I. To consider and decide on procedures and policy matters relating to registration, in so far as they are common to the four professional registration committees and registration committees for specified categories; to provide oversight regarding registration matters; and to act as central liaison committee for external contact;

II. To consider and decide on recommendations relating to the refusal of applications from each registration committee, provided that the Committee must, if it does not agree with a particular recommendation of any registration committee, refer such recommendation back to such registration committee for reconsideration and furnish its reasons for refusal and, furthermore, provided, that in the event that the Committee and such registration committee are unable to agree on a decision, the matter must be referred to the Council for a decision;

III. To review standards, policies and procedures set by the individual registration committees pertaining to their individual requirements, only in so far as such standards, policies and procedures are inconsistent with the general policies of the Council, provided that the Committee may not amend such standards, policies or procedures unless it has first obtained the agreement of the registration committee concerned and, furthermore, provided, that in the event that the Committee and such registration committee are unable to agree on a standard, policy or procedure, the matter must be referred to the Council for a decision; and

IV. To satisfy itself, when considering a decision of, or a recommendation by, any of the registration committees, that such a registration committee has duly applied its mind (in terms of procedure and merit) to any such decision or recommendation.
FINANCE AND STAFF COMMITTEE (F&S)
The finance and Staff committee is composed of 6 members and is charged with the following responsibilities:

I. Consider the annual budget and recommend to Council for approval;
II. Review annual financial statements;
III. Monitor and periodically report on all income and expenditure to Council;
IV. In collaboration with the CEO, decide on investment policies for purposes of optimally investing Council's funds within the limits provided for in the Act;
V. Subject to the above, approve additional unbudgeted expenditure to a maximum of 5% of the Council’s expenditure budget in any particular financial year;
VI. To approve, in concurrence with the CEO, the staff organisation structure
VII. Grant exemption from payment of annual fees, or any part thereof, to any person registered in terms of the Act, in accordance with any policy approved by Council pertaining to exemptions; which function is delegated to the CEO;
VIII. Grant exemption from payment of any arrear annual fees, reverse the cancellation of the registration of any person whose registration has been cancelled due to inadvertent nonpayment of annual fees, recover any arrear annual fees or monies payable to Council or to write off any arrear annual fees or monies payable to Council which prove impracticable to recover; the function of which is delegated to the CEO;
IX. Determine the quantum of annual increases for all staff;
X. Determine the annual increase and/or other salary related relations for the CEO for implementation by the Chairperson of the Committee, and
XI. Within the boundaries of current employment legislation and practices, consider and approve human resource policies and conditions of employment recommended by the CEO for final approval by Council.

STRATEGIC ADVISORY COMMITTEE (SAC)
The Strategic Advisory Committee is composed of 12 members and is charged with the following responsibilities:

I. To integrate change as necessary and participate in the periodic review of a long-term strategic objectives, deliverables and the integrated strategic plan for approval by Council;
II. To lead investigations into critical long-term trends in partnership with relevant other parties, including established research, academic and government institutions;
III. To lead investigations into issues of national crisis in as far as it relates to engineering such as electricity, water, sewage and infrastructure and recommend sustainable short, medium and long-term solutions to enable Council to advise the appropriate Government Departments;
IV. To advise and provide directions and recommend possible solutions to the pipeline for engineering skills development and the marketing of the profession to educate and attract learners to build the future engineering skills pipeline;
V. To advise on initiatives to ensure the long-term sustainability of the engineering profession through conducting research to highlighted areas for improvement and providing possible sustainable solutions thereof;
VI. To advise on appropriate stakeholder engagement through participation in existing fora and the creation of new stakeholder forums where necessary;
VII. To contribute to reviews of implementation or progress in as far as achieving the objectives of ECSA’s Strategic Plan;
VIII. To advise on the development of international partnerships and networks of expertise on planning;
IX. To advise on the effectiveness and efficiency of ECSA in carrying out its duties in terms of the Act;
X. To manage/advise on strategic projects
XI. To consolidate and report on issues of strategic importance
XII. To prepare position papers if required.

EDUCATION COMMITTEE (EC)
The Education Committee is composed of 11 members and is charged with the following responsibilities:

I. Formulate policies, position papers and other work products;
II. Assess the general state or aspects of engineering education;
III. Disseminate information that it considers relevant to engineering education within ECSA, education providers, industry or other relevant communities;
IV. Consult with education policy makers and education providers and exchange information with them through appropriate mechanisms, including the Deans Advisory Committee;
V. Consult with engineering employers and exchange information with them through appropriate mechanisms;
VI. Engage in initiatives that promote the interests and improvement of engineering and related education, particularly by influencing policy and practice through appropriate channels;
VII. Co-ordinate the activities and exercise oversight of the accreditation committees, although, the EC may not invalidate a decision made by an accreditation committee in respect of a programme: provided that if the EC has reason to be concerned about a particular decision, it must refer the matter back to the accreditation committee and if still concerned must inform the Council accordingly; and
VIII. Withdraw accreditation from a programme on the recommendation of an accreditation committee.

TRANSFORMATION COMMITTEE (TC)
The Strategic Advisory Committee is composed of 8 members and is charged with the following responsibilities:

I. Determine ECSA’s Transformation Framework
II. Determine transformation imperatives in areas outside ECSA’s mandate but within its operational and functional influence.
III. Ensure that transformation permeates ECSA’s strategy.
IV. Set transformation milestones and measurements across all spheres, structures and programmes of ECSA.
V. Determine remedies for areas that lack success with regard to transformation, and monitor implementation thereof.
VI. Ensure compliance with transformation imperatives in all applicable laws and regulations.

INTERNATIONAL AFFAIRS COMMITTEE (IAC)
The International Affairs Committee is composed of 12 members and is charged with the following responsibilities:

These responsibilities must be read in tandem with those of the three Accreditation Committees: Engineering Programme Accreditation Committee (EPAC), Technology Programme Accreditation Committee (TPAC) and Certificated Engineers Accreditation Committee (CERTAC). The
responsibilities below are not intended to usurp the responsibilities any of the abovementioned Accreditation Committees nor those of the related Registration Committees. The intention is for the IAC to serve as liaison between structures that govern the five IEA Agreements and any Mutual Exemption Agreements and the relevant Accreditation and Registration Committees.

I. To consider and advise on policy, procedures and issues relating to all international matters, in so far as these matters affect ECSA and its international partners as enabled by section 13.(e) of the Act, and to advise Council on matters pertaining to issues of international importance regarding engineering competencies practices and developments;

II. To specifically promote, coordinate and advise in regard to Educational Accords and Mobility Forum agreements as it pertains to mutual recognition in respect to:
   a. The Washington Accord;
   b. The Sydney Accord;
   c. The Dublin Accord;
   d. International Professional Engineers Agreement (IPEA) (Formerly known as the Engineers Mobility Forum (EMF));
   e. The Engineers Mobility Forum (EMF);
   f. International Engineering Technologist Agreement (IETA) (Formerly known as the Engineering Technologist Mobility Forum (ETMF));
   g. The Commonwealth Engineers Council;
   h. Mutual Exemption Agreements;
   i. African Initiatives, inclusive of continental and regional initiatives;
   * The list is extensive but not exhaustive.

III To advise the CEO, in collaboration with the relevant ECSA Committee(s), regarding compliance by ECSA of any agreement entered into between ECSA and signatories to any such agreement;

IV To advise on the revision of the policy on international travel;

V To deploy, in consultation with the CEO, competent representatives to international meetings;

VI To monitor compliance of international agreements and guide the administration on any obligations imposed by such an agreement, entered into by ECSA.

VII To advise Council on whether to join a new international body inclusive of World Federation of Engineering Organisations (WFEO) and Commission on Engineering Capacity Building

ENGINEERING STANDARDS GENERATING BODY (ESGB)

The committee has the following specific responsibilities:

I. The field of standards generation for which the Committee will be responsible, will cover the following scope:
   a) To determine the purpose of the definition of the field and analyse its content;
   b) To define the boundaries of discrete fields in terms of the value added by the field including, but not restricted to process, product or service related to other fields;
   c) To identify traditional and non-traditional areas of study, occupational categories, technology and environment associated with the field;
   d) To project or forecast the linkage between the field and the national economy 3, 5 and 10 years hence including, but not limited to, predicting whether the field is likely to grow, shrink or become obsolete, and what its importance to the economy is likely to be and in what way it is likely to change;
   e) To ensure, by independent assessment, that the field as defined is complete;
   f) To identify discrete sub-fields by analyzing its value-added component;
   g) To identify the impact of existing and proposed legislation on fields, sub-fields and levels, and plan accordingly;

II. The Committee shall:
   a) Generate competency standards and qualifications in consultation with the relevant Quality Coun-
PART C: LINKS TO OTHER PLANS

1. Risk Management Plan

ECSA is supported by internal audit service provider and have developed a risk register that is updated on annual basis in line with section 51(1)(a)(i) of the Public Finance Management Act, although ECSA is not required by law to comply with the PFMA. The Audit, Risk and compliance committee oversees risk management and report to Council.

2. Fraud Prevention Plan

ECSA has no fraud prevention plan in place. Management plan to develop one in the current reporting and will be reflected in the APP for the coming financial year including the gift register policy. As an interim measure, ECSA established a supply chain office during the previous financial year in order to be aligned to best practice in procurement processes. Below is a brief description of the processes implemented to minimise conflict of interest in supply chain management.

2.1. SCM Policy requires that any official who participates in procurement processes such as BEC/BAC members must complete a “conflict of interest” declaration and confidentiality agreement prior to the commencement of the evaluation/adjudication process. No official who has an interest (or whose relative or friend has an interest) in a particular offer will be allowed to participate in the evaluation, consideration and adjudication of the relevant tender/bid or quotes.

2.2. Bidders are expected to complete a “Declaration of interest questionnaire” (SBD 4 Form) whenever they compete for a tender, this is for bidder to indicate if there is a conflict of interest or not.

2.3. SCM Officials always observe segregation of duties (where one official cannot start a transaction until the final stage) whenever they do transaction either electronically or manually. For example, the Procurement system does not allow an SCM officer to capture requisition, request quotes and issue a purchase order-different officials are required to do transactions between the processes. Furthermore, the suppliers database system automatically and randomly selects suppliers for quotations. SCM Delegation of authority regulates approval powers of officials as per prescribed thresholds.

2.4. The newly acquired Lexis system assists in checking the registered owners/shareholders of a particular service provider.

3. Materiality Framework

ECSA has not developed a framework in this regard. It will be developed in the new financial year.
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