ENGINEERING COUNCIL OF SOUTH AFRICA

STRATEGIC PLAN

2010 – 2014

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APPENDIX A – ENGINEERING PROFESSION ACT, 2000

A. FOREWORD BY THE PRESIDENT OF ECSA

This is the first Strategic Plan that I have been a part of as President of the Engineering Council of South Africa and it sets out ECSA's priorities over the next four years. In 2010 we will continue to work on improving our existing processes and embark on a journey to get new ones started in an attempt to fully meet ECSA's mandate[1] in terms of the Engineering Professions Act of 2000 ("the Act"). This Strategic Plan outlines several strategic objectives which are aimed at not only achieving the core business of the Council, but also at increasing the relevance of the role that the Council has to play in the eyes of society, government and amongst engineering professionals in general. Considerable progress has been made to date in many of our activities related to minimising administrative delays for evaluating foreign qualifications, making ongoing presentations to industry organisations in an attempt to better explain the registration requirements and processes, improving on communication, improving on transparency and improving on areas where governance shortfalls occur.

In the following pages we have set out the priorities and objectives for the next targeted period, which essentially forms the term of office the President and the newly appointed Council. We will be increasing the efficiency and effectiveness of our registration process, increasing our interaction with government, communicating better with all stakeholders, encouraging more professionals to be actively involved in the various Committees that support the core activities of ECSA amongst a host of other initiatives. These are but some of the priorities which have emanated from our Lekgotla held in November 2009, where Council members contributed to a discussion related to the Transformation of ECSA.

I have no doubt that next year will be one of unprecedented change and hard work but I am confident that the men and women of the Engineering Council, volunteers from the Voluntary Associations and the private sector will together rise to the challenge to achieve our vision of making ECSA the engineering body of choice in

[1] ECSA plays an important role in:
- promoting, regulating and protecting public health and safety,
- setting and maintaining local engineering standards that satisfy International Accords,
- serving as the voice of the Engineering Profession,
- assessing and registering competent engineering professionals, and investigating complaints against professionals.

South Africa whilst attaining the status of being one of the most recognised engineering bodies internationally. A developing democratic society such as ours requires competent engineering practitioners if we are to increase our global competitiveness in areas of research and development, in the development and maintenance of infrastructure, in planning and providing adequate supplies of water and electricity. In addition, it is engineering practitioners who developed the technology required for industrialisation with its subsequent impact on the environment and it is engineering practitioners that will have to find the solutions for greater industrialisation, with the benefit of greater employment in a society such as ours where unemployment is extremely high, whilst at the same time minimising the impact on the environment.

Finally, the Engineering Council of South Africa will, through the continual development and improvement of its performance management systems, ensure that ECSA and all engineering professionals consistently serve all of society well.

B. STATEMENT OF COMMITMENT BY THE ECSA CEO

This Strategic Plan presents Council's aspirations and spells out where we would like ECSA to be at the end of its term of office in 2014. In this regards the vision, mission and strategic objectives presented serve to define both the desired state of ECSA and in broad terms what we need to focus on in order to accomplish that envisaged end state.

The objectives and priorities adopted by Council sets the direction for ECSA over the next four years and commits our resources and efforts to the accomplishment thereof efficiently and timeously.

While the circumstance did not provide for this Strategic Plan to be developed comprehensively via a workshop over a few days, with full Council participation, as would generally be the practice. I am confident that the inputs from our working group have captured the main objectives which ECSA should prioritize. Furthermore, we have created opportunity for Council to comment on draft versions of this Strategic Plan.

While spelling out where ECSA should be at the end of a four year period this Strategic Plan does not aim to address the question of how we get to that end state.

The details of how we accomplish the objectives contained in this Strategic Plan, what resources are applied, what targets are to be accomplished, associated timeframes and deadlines, and who the responsible persons are, are to be found in the Business Plan which is developed as a separate but complementary document to the Strategic Plan.

In addition to providing for ECSA's mandatory and support functions this Strategic Plan addresses important matters of the engineering skills pipeline, transformation, and stronger linkages with industry.

The objectives as set out in this plan direct ECSA's efforts not only on its core business but also on a broader set of activities which will serve to enhance our national contribution and relevance.

The accomplishment of this plan's objectives will go a long way in promoting a more representative engineering profession which is in tune with the national agenda.

I am committed to working with Council and leading the ECSA staff to accomplish the ambitious goals set out in this plan. To this end I further commit to give my best efforts, work efficiently, uphold ECSA's values and ethics, maintain good governance systems, and lead by example.

1. INTRODUCTION

This Strategic Plan is developed in response to Council's request, expressed at the Lekgotla on 27 November 2009, that both the Strategic and Business Plans be reviewed and aligned to form a complementary set of governance and management guides.

Due to the limited time available for the review and re-drafting of these documents, a working group of Council members and staff was established to conduct relevant analyses and provide input to the process of review and formulation.

This Strategic Plan is premised on a review of ECSA's previous Strategic and Business Plans, the transformational initiatives identified at the November 2009 Lekgotla, the Act and due consideration of the current and future environment, both internal and external, in which we operate.

The essence of this Strategic Plan is the comprehensive set of high level, long term, strategic objectives or goals which are presented in section 5 below.

These strategic objectives, set for the duration of Council i.e., four years, forms the basis on which the operational aspects of the annual Business Plan is developed as a management guide and sets out detailed goals, targets, resource requirements, timeframes, and responsibilities.

2. VISION STATEMENT

ECSA's vision is to ensure that South Africa enjoys all the benefits of a strong, competent, growing, sustainable and representative engineering profession, able to provide all the expertise necessary for the socio-economic needs of the country and to exert a positive influence in South Africa.

3. MISSION STATEMENT

Our mission is to create the circumstances in which society is confident that the engineering profession in South Africa is able to carry out the functions necessary for the socio-economic growth in the country.

ECSA achieves this objective through:

- Setting and monitoring of standards to International norms;
- Certifying and ensuring the competence of individuals through registration;
- Ensuring quality of engineering education through accreditation;
- Regulating professional conduct; and
- Growing the profession in quantity and quality in partnership with stakeholders.

4. GOVERNANCE AND OPERATIONS

The principal focus of the Engineering profession Act, 2000 (No 46 of 2000), which embodies the mandate of ECSA, is to promote safety, health and interests of the public in relation to the Engineering Profession. Consequently, ECSA Council is empowered to perform functions and is assigned various powers to achieve this mandate.

ECSA performs both a regulatory and services function to regulate the profession and enhance its ability to protect the public.

The following regulatory functions are mandatory:

(a) Accreditation of engineering programmes;
(b) Registration of candidates;
(c) Regulation of engineering practice through:
    i. Managing a Code of Conduct;
    ii. Managing Complaints and Discipline within the profession;
    iii. Managing continual professional development; and
    iv. Identification of Engineering Work; and
(d) Regulation of financial reports;

The following service functions support the mandatory functions and also support the development of the profession:

(a) Take measures to protect public health and safety;
(b) Conduct research;
(c) Uphold the integrity and dignity of the profession;
(d) Improve standards of services provided by registered persons;

(e) Create awareness of the need to protect the environment;

(f) Recognise Voluntary Associations;

(g) Advising the Council for the Built Environment (CBE) and Minister of Public Works or any other minister on matters relating to the engineering profession;

(h) Provide strategic services to serve and develop the engineering profession; and

(i) Establishment of new specified categories for engineering.

4.1. KEY STAKEHOLDERS

In giving effect to its mandate ECSA serves and interacts with various stakeholder groups including the following:

(a) The Public;

(b) Engineering practitioners;

(c) Industry;

(d) Academic institutions;

(e) Government; and

(f) Voluntary Associations.

4.2. ECSA'S VALUE STATEMENT

ECSA is a complex organisation that is enabled by legislation, and governed by its Council. It operates through committees populated by professionals and public representatives who give their services voluntarily and it is supported by administrative staff and systems. The parties commit themselves to a set of values, stated below, that guides ECSA's operations and actions:

- A service orientation;
- Integrity;
- Transparency of criteria and processes;
- Impartiality and non-discrimination in decision making;
- Confidentiality with regard to personal information; and
- Innovation and responsiveness.

5. STRATEGIC OBJECTIVES

Strategic objectives are developed based on ECSA's mandate, transformational initiatives formulated at the Council Lekgotla on 26 November 2009, as well as analysis of the past, present, and predicted future environment. In serving the public interest and to effect its mandate, ECSA needs to ensure that South Africa has an appropriate supply of competent engineering personnel (the right quantity), with the appropriate levels of education, training and experience (the right quality), for the right application, at the right time.

Five strategic objectives flow from ECSA's mandated functions that relate to the **quality** of engineering education, the competence of engineering practitioners and professional conduct. These strategic objectives ensure:

a) competent engineering practitioners through effective registration and continuing professional development processes;
b) appropriate development of engineering practitioners through accreditation of engineering programmes;
c) regulation of practice by investigating complaints and disciplinary processes;
d) that South African registered engineering practitioners are recognised when measured against international standards; and
e) the development of relevant standards for identification of engineering work, and regulation thereof.

Two strategic objectives arise from ECSA's recognition that South Africa as a nation has a longstanding and severe shortage of engineering practitioners of various types and that the **quantity** of engineering practitioners must be increased:

f) determine engineering skills requirements for the country and provide direction and solutions to the pipeline for engineering skills development; and
g) ensure the marketing of the profession to educate and attract learners to build the future engineering skills pipeline.

Four strategic objectives arise from ECSA's role in the **promotion, standing, visibility, influence and mobilization of the profession** to provide expert advice to

government and other decision makers on national matters relating to the engineering profession across all disciplines:

h) promote public health and safety and protection of the environment;
i) ensure that the ECSA, with its partners as appropriate, provide expert advice to policy makers and implementers;
j) ensure sustainability of the engineering profession through conducting research to highlight areas for improvement, and provision of solutions thereof; and
k) ensure appropriate stakeholder engagement through participation in existing forums and the creation of new stakeholder forums where necessary.

The remaining strategic objectives arise from ECSA's recognition that it must be an effective and efficient organisation and therefore sets the following strategic objectives for **effective operations** to ensure:

l) effective and efficient operations of ECSA; and
m) attain adequate and appropriate resources (financial, and other) for the sustainability of ECSA's operations.

6. IMPLEMENTATION OF THE STRATEGIC PLAN

The development of a Business Plan is necessary to give effect to the Strategic Plan. The Business Plan incorporates distinctive aspects of the operations clearly setting out goals, targets, responsibilities, projected timelines, and key performance indicators. The Business Plan includes the critical resources required the success of this plan. Optimal resourcing of the Business Plan is imperative for success and may require ECSA to solicit dedicated funding for prioritized initiatives.

7. QUALITY, MEASUREMENT, AND REVIEW

It is critically important that the review cycle is incorporated into the normal operations of the organization through an established quality management system. ECSA's performance shall be measured through KPA's (Key Performance Areas) at a strategic level, and through KPI's (Key Performance Indicators) at an operational level. Review cycles for KPA's are bi-annually, and KPI's quarterly. Both KPA's and KPI's are defined in the Business Plan.

Effective strategic management and implementation of the plans will require regular monitoring and assessment which is periodically brought to council for information and input where necessary. This will be captured appropriately on a quality improvement plan and monitored continuously.

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.

This Strategic Plan may require revision and refinement once the Business Plan is finalised.

8. ACCOUNTABILITY AND RESPONSIBILITY

The ECSA Council (Council) is responsible for approving both the Strategic and Business Plans.

The CEO, supported by staff and working groups of Council members, staff and invited persons with specific expertise, is responsible for the preparation of the Strategic and Business Plans for submission to and consideration by Council for approval. The CEO is responsible for the implementation of the Strategic Plan and for regular reporting to Council on progress.

9. CONTACT DETAILS

Queries related to this document can be directed to the CEO, Dr Oswald Franks (PrEng) at email: frankso@ecsa.co.za or telephonically on 011 – 607 9539.