

Annexure A

South African Geomatics Council

DEVELOPMENT OF THE ORGANISATION STRATEGY

REPORT

***“A Transformed and Accountable Geomatics Profession
in the Interest of the Public”***

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DEVELOPMENT OF THE ORGANISATRION STRATEGY FOR SAGC

REPORT

1. INTRODUCTION

The Geomatics Profession Act No 19 of 2013 provides for among others the transformation of the geomatics profession, establishment of the Council, protection of the public from unethical geomatics practices and to maintain a high standard of professional conduct and integrity.

In order to fulfil the full mandate of the Act, the Geomatics Council has recognised the need to review how the organisation is currently geared and whether it has appropriate capacity to carry out its mandate.

As part of this process, the Council recognised that an organization's structure is created in order to implement a given corporate strategy and as conventional wisdom says; "Structure follows Strategy". It is for this reason that Council engaged in a strategy development workshop as the first step towards organizational structuring. This workshop was held on 6-7 April 2017. A total of 19 participants (17 Council members and 2 Geomatics staff members) attended the workshop.

2. NEED FOR CHANGE

The Geomatics Profession Act of 2013 has brought about the need for change in the organisation through the establishment of the Geomatics Council. This replaces the Professional and Technical Surveyors Act, Act no 40 of 1984 (PLATO), as amended . Any change or transition brings with it opportunity as well as resistance. It was important to formulate a strategic plan in order for the Council to move forward with a common goal and vision. Experience has shown that, "the difficulty lies not so much in developing new ideas as in escaping old ones".

What emerged during the workshop introductory discussion was the fact that the Geomatics Council is still caught between the old “persona” (PLATO) and the new one (SAGC). This is demonstrated by the fact that the PLATO emblem or logo is still in use by the organisation in its formal communication and its current email address is PLATO, while at the same time the organisation’s website depicts a different logo (see below).

SOUTH AFRICAN GEOMATICS COUNCIL



Plato <plato@icon.co.za>

Tsukudu Associates 

It also became apparent in this discussion that even the “new” logo was not the result of an inclusive process nor was it understood and universally accepted by Council. Council thus agreed to engage in a process to review and develop a logo that would be decided collectively.

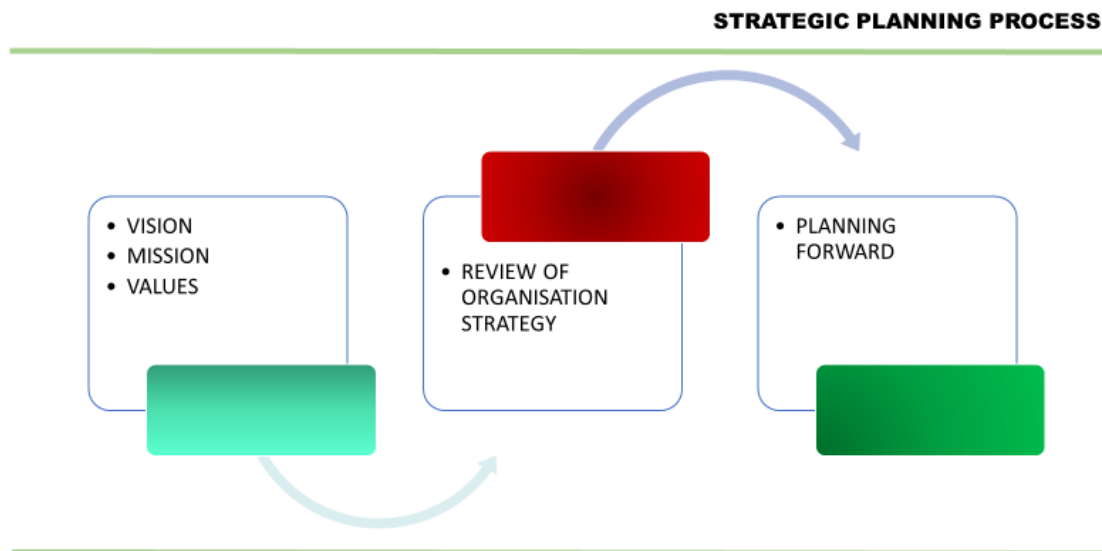
The Chairperson the noted fact that there is a single email address or entry point for the distinct functions or staff in the organisation and this is also a matter that requires urgent attention. Our assumption is that it means there is someone who spends their time sifting through each email that comes in and re-directs it to the relevant person to deal with it. This may an impact on productivity.

3. VISION, MISSION AND VALUES

An organisation’s strategy is derived from its vision and mission, supported by its values. These will guide the development of strategic goals for the Geomatics Council and to identify what steps are needed to achieve its mandate. Council recognised that it has not in its past

engaged in the process of defining its vision and strategy and thus welcomed the opportunity to do so.

Participants were reminded about strategic planning process flow which is depicted below:



3.1 SAGC Vision

An organisation vision is generally defined as “an aspirational **description** of what an **organisation** would like to **achieve** or **accomplish** in the mid-term or long-term future’. The SA Geomatics Profession Act is very clear on the role and functions of the Geomatics Council. These serve as the basis of intensive discussion for Council to develop the vision.

Participants engaged in robust discussions using the Act as the foundation and presented a number of options for a vision for SAGC. It was discussed that a vision needs to be aspirational and distinct from a mission which is about the “how to”. A consolidated version of the SAGC Vision was then agreed upon as follows:

“A transformed and accountable Geomatics profession in the interests of the public”.

This vision says that SAGC is committed to:

- Achieve transformation as required not only by the Act, but also as desired by the profession itself and public or society at large
- Positively impact the geomatics profession
- Set standards and enforce ethical behaviour by the profession
- Protect the interest of the public, and
- Positively impact the lives of employees

3.2 SAGC Mission

A organisation mission is defined as “a written **declaration** of an organization's core purpose (**what we do**), clearly states which markets will be served (**who and where**) and **how**, and communicates a sense of intended direction to the entire organisation”. It is intended to guide the actions of the Council, spell out its overall goal, provide a path, and guide decision-making.

The workshop adopted the following as the Mission Statement for the Council:

“To regulate the Geomatics profession in South Africa by setting, instilling and enforcing ethical and professional standards”.

3.3 SAGC Values

Organisational values are the “operating philosophies or **principles** that guide an organisation's internal **conduct** as well as its **relationship** with its customers, partners, and shareholders”. In short, it is about “how we do things here”.

In order for any organisation to be successful in achieving its goals, there has to be alignment or congruence between the values of the individual people in the organisation and those of the organisation itself. The crafting of SAGC values therefore, started with personal values from which the following organisational values were drawn with the acronym “**FRIPAC**”:

FAIRNESS

RESPECT

INTEGRITY

PROFESSIONALISM

ACCOUNTABILITY

COMPETENCY

Values by themselves normally tend to be motherhood and apple-pie statements in many organisations with no real meaning or actualisation. They have thus come to be known as corporate graffiti since they are framed and put on walls and yet nobody lives by them.

In order to give meaning to SAGC values and direct organisation behaviour, Council developed the following definitions:

FAIRNESS

We act in an impartial, just and non-discriminatory manner.

RESPECT

We value the public and our profession

INTEGRITY

We do what we say

PROFESSIONALISM

We act objectively, based on in-depth knowledge

ACCOUNTABILITY

We take responsibility for our decisions and actions.

COMPETENCY

We demonstrate knowledge and efficiency in carrying out our mandate.

Through these values, Council hopes to engender a new organisation culture and way of doing things by SAGC that will have a positive impact on the members of the profession, voluntary associations, the public and other stakeholders.

4. CLIENTS AND STAKEHOLDERS

SAGC, like other organisations today, recognises that it exists to deliver value to its clients and stakeholders. Thus the strategy and action plan that is developed should be directed at achieving this goal. Council took time to review and clarify who its clients and stakeholders are and identified them as follows:

Clients - Those that use the professional services or advice or receive the benefits of SAGC services:

- Registered members
- General public
- Students
- Educational Institutions
- Minister of the Department of Rural Development and Land Reform

Stakeholders – Those with an interest in or are affected by actions, objectives and policies of SAGC:

- National, Local and Provincial Government
- Minister of the Department of Rural Development and Land Reform
- Voluntary Associations
- The Public
- Peer Councils
- Stock Exchanges
- FIG
- SOE'S
- Other professions

5. SWOT ANALYSIS

This part of the process gave Council the opportunity to review the organisation's Strengths, Weaknesses, Opportunities and Threats. Clarity and understanding of these would enable Council develop a more effective strategic plan. The following was the result of the analysis:

Strengths (what the organisation is good at, its positive qualities):

- Diversity
- The Council is governed by an Act and is a statutory body
- Functional at administration level (committees and sub-committees)
- Chief Surveyor-general is Chairman of SAGC, this gives the Council direct access to the Minister
- Strong reputation (change and continuity)
- Long history
- Good International reputation
- Influential in education
- Code of conduct

Weaknesses (what deficiencies, flaws and faults exist):

- Poorly understood profession
- Lack of visibility
- No existing Tariff structure
- Uncertainty on work reservation
- Long history inherited by SAGC from PLATO (legacy)
- Poor communication
- Geomatics term
- Potential conflicts of interest in Council
- Backlog on disciplinary matters
- Branding or lack thereof
- No policies
- Designations and branches

Opportunities (what is in its favour, its exploitable circumstances)

- New members
- Accessibility to the Geomatics profession
- Technology

- Bursaries
- Marketing
- Recognition of prior learning
- Collaboration with Institutions of Higher Learning and International Education Institutions
- Collaboration with other Institutions
- Addressing loss of existing members

Threats (what can damage, injure or halt achievement of goals)

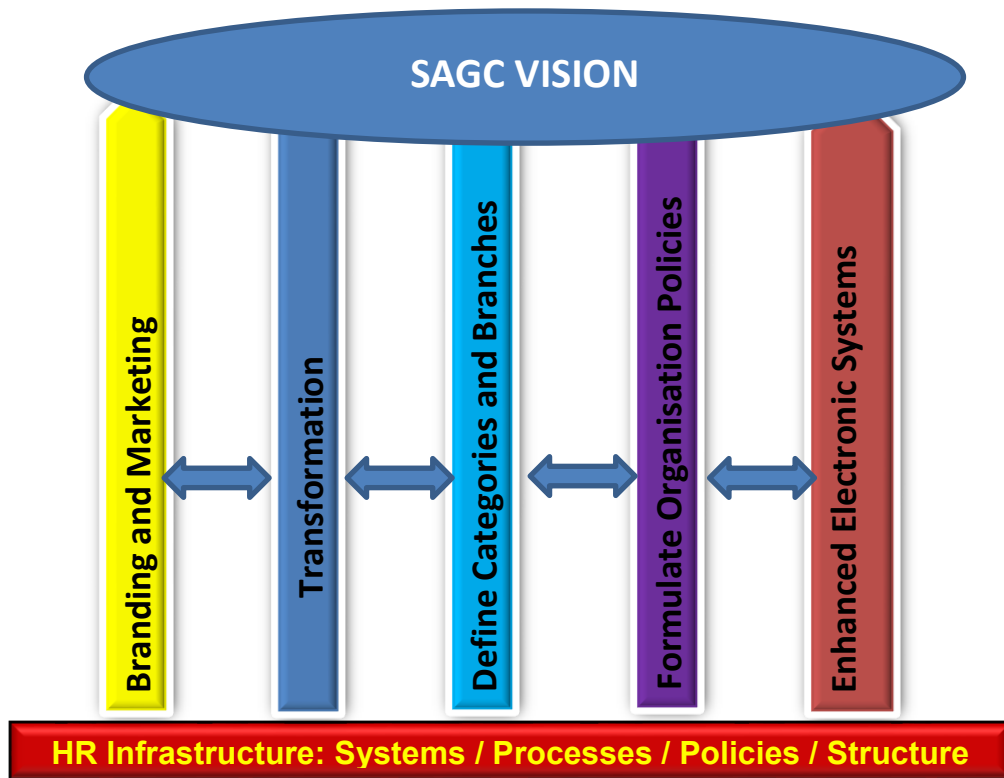
- Member statistics, reducing numbers and poaching
- Work reservation by other Councils
- Poor legislative coordination affecting areas of work
- Volatile political environment
- Inability to respond to disruptive technologies
- Poor Recognition of Prior Learning policies

6. THE STRATEGY OUTCOMES:

Council discussed and formulated a number of possible strategic goals for the organisation. These were consolidated into the following strategic goals that would be translated into a 3 year business plan:

- Enhanced Electronic Systems
- Organisational structure (Staff capacity, establish Council sub-committees including ETC)
- Branding and Marketing
- Transformation
- Description of Categories and Branches
- Formulate Organisation Policies to cover – Remuneration of members and staff, performance contracts, Medical Aid/Pension, IT, Supply chain management, communications, delegation of powers of authority, Human Resources, Marketing and expenditure of funds.

The model below is a graphic depiction the strategic goals for SAGC.



7. THE BUSINESS PLAN:

Successful implementation of the SAGC strategy requires a set of clear goals and deliverables including capacity and capability to can contribute to the achievement of its mandate as required by the Act.

Council agreed to convene a special meeting that would identify and appoint a champion for the delivery of each of the goals. Each champion would then ensure that the business plan is fully defined and articulated in terms of specific required actions, steps, outputs and delivery timelines as depicted below:

Theme 1: Branding and Marketing

Goal	Actions	Steps	Output	Timelines
To develop a clear brand identity and communications strategy.				

Theme 2: Transformation

Goal	Actions	Steps	Output	Timelines
To achieve a transformed status for SAGC	To develop a clear definition of transformation for SAGC			
	Develop an implementation plan			

Theme 3: Define Categories and Branches

Goal	Actions	Steps	Output	Timelines
To develop clear definition of categories and branches.				

Theme 4: Formulate Organisation Policies

Goal	Actions	Steps	Output	Timelines
To ensure effective and efficient delivery of services through integrated policies and processes				

Theme 5: Enhanced Electronic Systems

Goal	Actions	Steps	Output	Timelines
To ensure effective and efficient delivery of services through integrated ICT systems				

Theme 6: Organisation Infrastructure

Goal	Actions	Steps	Output	Timelines
To ensure effective and efficient delivery of SAGC services through appropriate organisation structure.				

8. GENERAL MATTERS

A number of general issues that impact on Council were identified and discussed during the workshop. These include the following:

- The need to develop guidelines to help assess applicants who wish to register based only on experience and no academic qualifications
- The requirement for Council to submit its database to SAQA for compliance purposes. Failure to comply meant that the SAGC would be kicked out of the system and that this presented problems for the Council.
- The need to urgently finalise and accept the designation and branches.
- Convening of a special meeting of Council focused on crafting a definition and creating a common understanding of transformation in relation to the Council and the Geomatics profession. The Chairperson advised that this meeting would take place after the 29th of April 2017 and details of this would be communicated to Council members through the office of the Registrar.

- The Chairperson informed the meeting that the regulations had been signed by the Minister on the 30th of March 2017 and should be available for public comment.

9. CONCLUSION

Members expressed their contentment with achieving the objectives of the strategic planning workshop and progress made over the two days. It was agreed that a meeting should be convened urgently to ensure the business plan is completed and momentum towards the achievement of the SAGC vision is not lost.