



CONSULTING ENGINEERS SOUTH AFRICA



YOUNG PROFESSIONALS FORUM

FINAL JANUARY 2021

BUSINESS PLAN

Prepared by:

CESA YPF: National Steering Committee 2019-2021

Chairperson: Yankho T. Banda

Email: ybanda@amce.co.za

Table of Contents

EXECUTIVE SUMMARY	4
LIST OF ABBREVIATIONS	6
GLOSSARY OF TERMS	6
1. BACKGROUND	7
2. STRATEGIC OBJECTIVES	8
2.1 Introduction	8
2.2 Industry awareness	8
2.3 The Forum's communication mediums	8
2.4 Job Shadow Initiative - "A day in the life of a Consulting Engineer"	8
2.5 Promoting Engineering to learners and students	8
2.6 Capacity building	9
2.7 Regional committees (Provincial Branches)	9
2.8 National YPs database	9
2.9 Branch interactive quarterly meetings	10
2.10 Mentorship	10
2.11 Retention of Young Professionals (YPs)	10
2.12 Age gap	10
2.13 Fair remuneration	11
2.14 Image of the industry	11
2.15 Excellence awards	11
3. MARKETING PLAN	12
3.1. Introduction	12
3.2. Target audience	12
3.3. Industry	15
3.4. Competition	15
4. OPERATIONAL PLAN	16
4.1. Introduction	16
4.2. Organisational structure	16
4.3. Resources	17

4.4.	<i>YPF Code of Conduct</i>	18
4.5.	<i>Term</i>	18
5.	FINANCIAL PLAN	20
5.1.	<i>Introduction</i>	20
5.2.	<i>Income</i>	20
5.3.	<i>Branch Allocations</i>	21
5.4.	<i>Operating costs</i>	21
6.	ANNEXURE A: CESA YPF CONSTITUTION	24
6.1.	<i>CESA YPF Governing Body</i>	24
6.2.	<i>Committees</i>	24
6.3.	<i>Administrative support</i>	27
6.4.	<i>Selection criteria for deserving members to attend conferences</i>	27
6.5.	<i>YP membership termination</i>	28
6.6.	<i>Quality management</i>	29
7.	ANNEXURE B: INDUSTRY AWARENESS	30
7.1.	<i>CESA YPF Website</i>	30
7.2.	<i>Communications to schools and tertiary institutions</i>	31
8.	ANNEXURE C: CAPACITY BUILDING	32
8.1.	<i>CESA YPF national database</i>	32
9.	ANNEXURE D: TYPICAL BUDGET	33

EXECUTIVE SUMMARY

The Consulting Engineers South Africa's (CESA) Young Professionals Forum (YPF) was established in 2004, based on similar initiatives by other countries affiliated with FIDIC also in direct response to the:

- Rapidly growing construction industry;
- Large age gap between experienced senior-engineers and developing junior-engineers; and
- Migration of qualified young professionals to other industries.

The purpose of the Forum is to be a medium for Young Professionals (YPs) to channel their views and proposed solutions to the relevant individuals and organisations as well as other role players in the industry thus effecting positive change for YPs. This is subject to the provision that the views, opinions or solutions put forward are not offensive in any manner and that the good of the many, always takes precedence over the good of the few.

The following three (3) strategic objectives support this purpose:

- Creating awareness of the engineering industry and consulting engineering as a profession;
- Promoting development of high-quality professionals in the consulting engineering industry; and
- Addressing relevant issues that affect YPs.

The business plan highlights in detail how the Forum intends to accomplish these objectives through its:

- Strategic Objectives;
- Marketing Plan;
- Operational Plan and
- Financial Plan.

Noteworthy aspects of the plan are that:

- The Forum will be mainly funded from the contributions of its member firms, sponsors, and a budget allocated by CESA.
- It is estimated the Forum will require approximately R570 000 per annum (for approximately 80% face-to-face interaction), based on past experience, to successfully accomplish the above objectives.
- This budget will allow for an annual allocation of funds to each branch for costs associated with branch events and activities.
- This budget will also allow for allocation of funds towards activities at national level such as the Annual YP's Sustainability Imbizo and YP Lekgotlas amongst other planned activities.

The message and focus of the Forum are unambiguous and clear: '**Consulting Engineering must be promoted as a career of choice and major efforts must be made to continuously develop and retain Young Professionals in the industry.**'

Vision and Mission

To be an open, unbiased medium through which Young Professionals in the South African built environment and engineering industry may freely air their views, opinions and concerns, and to facilitate the formulation of potential solutions.

Objectives

To create an awareness concerning the engineering industry and profession.

To promote the development of high-quality professionals within the engineering industry.

To address relevant issues which affect Young Professionals.

To foster, cultivate and understand relationships with Client bodies, ECSA and recognised Voluntary Associations.

LIST OF ABBREVIATIONS

ACSA	: Airports Company South Africa
AGM	: Annual General Meeting
BP	: Business Plan
CBE	: Council for the Built Environment
CESA	: Consulting Engineers South Africa
CIDB	: Construction Industry Development Board
DoE	: Department of Education
DPW	: Department of Public Works
DWS	: Department of Water and Sanitation
ECSA	: Engineering Council of South Africa
Engineer	: Engineering practitioner registered with ECSA
EXCO	: Executive Committee
FIDIC	: International Federation of Consulting Engineers
IBD	: International Business Development
NC	: National Committee
RC	: Regional Committee
VA	: Voluntary Association
YP	: Young Professional
YPF	: Young Professional Forum

GLOSSARY OF TERMS

Graduate	Any person having completed a tertiary education in the built environment and engineering field of study.
YP	Young Professional is a beneficiary of the initiatives of the YPF, who can be defined as an engineer, technologist or technician graduate or CAD operator of any engineering and built environment tertiary institution, under the age of 35 years.
YPF	Consulting Engineers South Africa's Young Professionals Forum (CESA YPF).

1. BACKGROUND

Questions are continually being raised about a shortage of engineers in South Africa, more so in the public sector – who are the main employers of consulting engineers. The main concern amongst the members of the CESA are that if South Africa's engineering capacity is not addressed, it will not keep pace with the expected economic growth and infrastructure demands of the country.

In addition, many YPs are seeking employment in other industries and abroad due to dissatisfaction in their jobs and/or employers. Typically, this can be attributed to lack of proper mentorship, unmet salary expectations, corruption, inefficient public sector (main employers of consulting engineers) and the current unattractive image of the engineering industry.

The challenge of developing and delivering skilled YP's has been taken on by CESA and its member firms who have committed to investing time and money to prepare YP's to fill the identified skills gap, retain young engineers and address the issues of economic and gender transformation within the industry.

In 2004, CESA, with the support of its member firms, established the YPF, which celebrated individuals making a difference in the industry. To celebrate these individuals, certain awards are given to 'Young Engineer of the Year', 'Mentor of the Year' and 'Mentoring Company of the Year'. These are to further promote engineering excellence and the development of YPs.

In 2007, CESA established a Job Shadow Initiative, themed – 'A Day in the Life of a Consulting Engineer', to further entice school learners to the engineering sector. In order to encourage more member firms to participate a poster competition depicting the job shadow experience was established, with winners announced at the 'CESA Aon Engineering Awards Gala Dinner'.

In 2013, CESA established a Young Professionals Conference, which was named the '*Young Professionals Sustainability Imbizo*', to enable YPs to dialogue best practice and positively influence the built environment and engineering sector professionals.

The CESA YPF consists of YPs who are passionate about the engineering industry and are interested in ensuring the sustainability and promotion of the engineering and built environment professions.

2. STRATEGIC OBJECTIVES

2.1 Introduction

To accomplish the Forum's vision and mission requires the accomplishment of the following strategic objectives:

- creating awareness of the engineering industry and consulting engineering as a profession;
- promoting development of high-quality professionals in the consulting engineering industry; and
- addressing relevant issues that affect YPs.

2.2 Industry awareness

In an effort to attain the objective of establishing public awareness of the engineering industry, the Forum plans will include the following:

- development and updating of the Forum website and social media accounts;
- promoting engineering to learners mainly through the annual Job Shadow Initiative;
- promoting engineering best practice and information sharing amongst YPs through the annual YP Sustainability Imbizo and
- information sharing through the issuing of a quarterly newsletter prepared by YPs for YPs outlining activities undertaken by YPs in various provinces.

A more detailed description of the content to be provided on the website and support of other initiatives is contained in **Annexure B**.

2.3 The Forum's communication mediums

The Forum will be actively involved in:

- disseminating information relevant to YP's and promoting personal development through the Forum website, social media accounts and email;
- disseminating a quarterly newsletter which will highlight events that will be undertaken throughout the year, both YPF and mother body

2.4 Job Shadow Initiative - "A day in the life of a Consulting Engineer"

The Forum will be actively involved in:

- motivating and/or promoting the annual Job Shadow Initiative; and
- allocating appropriate resources to participate in the planning and executing of such campaign annually.

2.5 Promoting Engineering to learners and students

The Forum will be actively involved in:

- 2.5.1. general activities to promote Engineering which include initiatives such as Engineering Week, Youth in Construction Week, SAICE Speed mentoring and talks and activities with learners at primary school

and high school and students at tertiary level.

2.5.2. annual visits to schools and tertiary institutions in order to:

2.5.2.1. present engineering as a profession of choice to school learners; and

2.5.2.2. allow future graduates, at tertiary level, the opportunity to:

- join the YPF and
- discuss the reality of the engineering industry to best prepare them for the workplace.

2.6 Capacity building

In an effort to attain the objective of developing YPs, the Forum will:

- establish and maintain regional committees;
- maintain the national YPs database;
- facilitate quarterly provincial interactive meetings; and
- seek improvement in existing mentorship initiatives.

2.7 Regional committees (Provincial Branches)

In an effort to attain the objectives of the Forum on a regional level, Regional Committee's (RC's) will be required to promote the development of high-quality professionals in the engineering industry. The YPF mimics the CESA branches that are established in the following regions:

- Eastern Cape – Border Kei
- Eastern Cape – Port Elizabeth
- Free State
- Gauteng North
- Gauteng South
- KwaZulu-Natal
- Limpopo
- Mpumalanga
- North West
- Northern Cape
- Southern Cape
- Western Cape

2.8 National YPs database

In order to effectively understand and address the greater needs and wants of the YPs, the Forum will require an accurate determination of who they are, where they are located and how they can be contacted. Thus, the Forum will establish a national database of its members that will be used to communicate to the YP's and provide statistical data of the YP's in the engineering industry.

A more detailed description of the content to be provided in the national database is contained in **Annexure C**.

2.9 Branch interactive quarterly meetings

In an effort to promote YP continuous development and provide networking opportunities, the CESA YPF will facilitate branch interactive meetings at least four times a year. The objective/s of such meetings will be to:

- assist YPs with attaining professional and personal goals for continued development;
- present and discuss current and future industry trends as well as new technology developments; and
- network with other YPs.

In addition to the arrangement and facilitation of Annual General Meetings (AGMs), the Forum will notify members via newsletters, website, social media and email of interesting upcoming industry events and conferences arranged by the Forum and other VAs.

2.10 Mentorship

The YPF identified mentorship, to meet ECSA registration requirements and personal growth goals, as an important concern for the majority of YPs. In an effort to assist with mentorship, the YPF has assisted with the creation of two new categories at the annual CESA Awards: Mentor of the Year and Mentoring Company of the Year. Additional to this the YPF will continue looking into the following:

- a. continued advocacy on the subject;
- b. assisting with the administration of mentorship programmes by YP's within their engineering companies of employment; and
- c. promoting the CESA School of Consulting Engineers (SCE) by offering courses such as the "Road to Registration" Course.

2.11 Retention of Young Professionals (YPs)

As indicated in **Section 1** there is currently a shortage of skilled engineers in South Africa. The retention of YPs is therefore seen as a priority concern for the Forum, which can be broadly addressed through the following actions:

- addressing the age gap;
- providing fair remuneration;
- enhancing the image of the industry;
- supporting moves to address corruption and to appoint suitably qualified staff in the public sector and
- raising awareness of the need for quality in the award of tenders.

2.12 Age gap

The age gap in the civil engineering profession is a well-known problem that is regularly highlighted in engineering related media.

While there is very little that can be done to fill the current gap immediately, the ongoing or further increase in the gap can be actively prevented. The Forum will actively explore the following avenues:

- improved recognition of the engineering industry's contribution to the South African economy (also see industry awareness section); and
- sustainable professional development (also see capacity building section) of YPs.
- Pipeline of YP's, raising awareness at schools and universities, mentorship, in-service training, voluntary participation of YPs.

2.13 Fair remuneration

The migration of YPs for perceived "greener pastures" in other industries such as the legal and finance industries further compound the current age-gap crisis. Avenues that will be explored by the Forum include improving the status and recognition the engineering industry receives from the public and its clientele (see industry awareness section) that will pave the way for revised fee structures by engineering companies.

2.14 Image of the industry

Society does not afford consulting engineering the status it deserves. The work done by engineers is often overlooked by the general public. Without the proper recognition, engineers are being placed under increasing pressure by its clientele to complete projects at lower fees and in a shorter time span, which is to unrealistic and to the detriment of the profession.

To improve the recognition that is afforded to engineers, the industry should be looking to actively advertising itself (see the industry awareness section) and to proactively protect the profession.

2.15 Excellence awards

Recognition of individual accomplishments of YPs is currently through the annual election of the CESA 'Young Engineer of the Year'. The YPs are nominated by their own companies, and the competition is adjudicated by the sponsor of the prize, Airports Company South Africa (ACSA) and CESA.

3. MARKETING PLAN

3.1. Introduction

In an effort to attain the objective of creating awareness of the YPF in the consulting and construction industry, and with the aim of ensuring a golden thread in all public Forum communications, the Forum will carry out the following:

- market the Forum identity and branding;
- develop marketing material;
- maintain marketing aspects of the Forum's website and
- advertise the brand at all events.

Some of the means used to create YP awareness will be:

- the Forum's website;
- banners and T-shirts;
- CESA YPs Sustainability Imbizo;
- promotion at all CESA events;
- promotion at other VA events where offering support;
- YPF national and branch newsletters;
- social media;
- CESA and other engineering publications;
- communication to schools and tertiary institutions and
- exhibitions and career expos.

3.2. Target audience

The target audience will be all school level learners, tertiary students, and young engineers, technologists, and technicians (currently practicing as YPs, working for client-bodies, employed by consultants and contractors as well as those who have migrated to other industries), employers, clients and government.

Table3-1 below summarises the Forum's target audience, key messages and medium of choice.

Table 3-1: Target Audience, messages and medium to be used

Target audience	Key messages	Medium
Youth – Pre-graduates i.e. scholars and students	<ul style="list-style-type: none"> • Engineering is a profession of choice and great personal reward. • Pure Mathematics and Physical Science are basic requirements for university entrance. • Consulting engineering offers a diversity of work situations in a number of different fields or disciplines. • The Forum is a good source of information that will help understand what being a YP entails. 	<ul style="list-style-type: none"> • Forum website. • School visits. • Tertiary institution visits. • Mentorship programmes. • Career guidance exhibitions at tertiary institutions and events. • Participation in the Engenius program.
Target audience	Key messages	Medium
YPs – graduates to sub 35 years	<p>The Forum:</p> <ul style="list-style-type: none"> • is an ideal resource for YPs to be informed on industry issues. • is a source of information on the role of CESA in the Engineering industry. • is an opportunity for aspiring YPs to become involved in the business of Consulting Engineering. • with the assistance and input of YPs, aims to identify ways in which YPs can be fast tracked and developed for senior positions in the industry. • promotes the development of leadership skills. • aims to establish initiatives that will make a career in engineering attractive for YPs. 	<ul style="list-style-type: none"> • CESA Website. • CE-news and CE-track. • Networking events, both the Forum only and broader industry networking. • Seminars / workshops in conjunction with CESA. • Conferences / AGM. • Guest speaker events. • CESA Aon Engineering Excellence awards. • Site visits.

Target audience	Key messages	Medium
Member firms / CESA	<ul style="list-style-type: none"> • The Forum: • will endeavour to add value to the industry. • will consult with clients, government and CESA member firms, on industry issues affecting the future of the industry and YPS. • fosters liaison with Clients in the public sector. • can foster innovative thinking and inform solutions to industry problems 	<ul style="list-style-type: none"> • Publicity – trade publications. • CE-track & CE-news. • Events. • Conferences / AGM. • CESA Aon Engineering Excellence Awards. • Attendance at CESA branch meetings. • Involvement at CESA branch level. • Involvement at CESA committee level and council.
Target audience	Key messages	Medium
Client bodies and other industry associations	<ul style="list-style-type: none"> • The Forum: • will endeavour to add value to the industry. • will consult with clients and government institutions on industry issues affecting the future of the industry and YPs in the public sector space. • fosters liaison with Clients in the public sector. • can foster innovative thinking and inform solutions to industry problems. 	<ul style="list-style-type: none"> • Publicity – trade publications. • CE-track & CE-news. • Events. • Conferences / AGM. • CESA Aon Engineering Excellence Awards. • Attendance at CESA branch meetings. • Involvement at CESA branch level.
Target audience	Key messages	Medium
Media	The Forum can make important contributions in terms of the sustainable development of the engineering industry.	<ul style="list-style-type: none"> • Press releases. • Events. • Interviews. • Papers & presentations. • Social Media. • Guest Appearances.

Target audience	Key messages	Medium
Government departments	The Forum: <ul style="list-style-type: none"> • will highlight the importance of bridging the gap between the consulting and construction industry and various departments such as the 'Department of Basic Education' and 'Department of Higher Education & Training' by consulting with them on school initiatives. • will facilitate collaboration between the consulting engineering sector and other departments/institutions including DPW and DWS, ECSA, CBE and CIDB. • will highlight the importance of having suitably qualified professionals in government departments thus ensuring departments are adequately capacitated to undertake and deliver infrastructure related projects. 	<ul style="list-style-type: none"> • Offer support to established volunteer programmes. • Mentoring – big brother / big sister programmes, Saturday school programmes, tutoring programmes. • Support initiatives hosted by government departments by being presenters or attendees. • Encouraging involvement of YPs in these spaces at CESA branch level.

3.3. Industry

The Forum primarily focuses on the consulting engineering industry. However, the Forum will undertake active marketing in other engineering sectors such as client-bodies and contractors as well as other non-engineering industries for which YPs have left the engineering industry for. This will be done in an effort to win them back to the Consulting Engineering space.

3.4. Competition

It is not the intention of the Forum to compete with any existing organisations, but rather fill an industry gap and communicate with and represent the South African YPs. However, it is considered that competition for the employment of the YPs will include the following competitors:

- Travel and Tourism industry;
- IT Sector;
- Management Consultants;
- Banking and financial sectors;
- Law sector.

4. OPERATIONAL PLAN

4.1. Introduction

This section outlines the operational structure & functioning as well as action plans of the YPF through:

- organisational structure;
- resources;
- CESA Code of Conduct;

4.2. Organisational structure

The YPF consists of an Executive Committee (EXCO), National Committee (NC), Regional Committees (RCs) and the YP's (members). The aim of these committees is to ensure that the objectives of the YPF are implemented at both regional and national level. Each committee may identify additional roles and / or sub-committees as and when required. A more detailed description of the roles and responsibilities of the committees is contained in **Annexure A**

4.2.1. Executive Committee (EXCO):

The functions of the EXCO are to:

- provide a direct link to CESA and the various national committees that operate under it;
- establish and coordinate the NC;
- provide representation on the CESA council and board (National Chairperson)
- provide representation on the CESA Finance Committee (National Vice Chairperson) and
- provide representation on the FIDIC-YPF and GAMA-YPF steering committees (previous chairperson and / or vice chairperson and / or 'CESA Young Engineer of the Year' – refer to **Annexure A**).

4.2.2. National committee (NC):

The functions of the NC are to:

- support EXCO & implement their ideas and plans;
- report progress and development to EXCO in the NC meeting;
- provide a direct link to CESA and the various regional committees that operate under it;
- provide YP representation on the various CESA Committees;
- establish and coordinate the RCs;
- compile and distribute a quarterly / bi-annual national newsletter;
- establish and maintain a YP database (**Annexure C**) and
- consolidate and communicate the views, opinions and concerns of YP's to the relevant parties.

4.2.3. Regional committee (RC):

The functions of the RCs are to:

- support NC & implement their ideas and plans;
- report progress and development to NC;
- encourage YPs to be members of the YPF;
- report back to the national chairperson on RC events;
- compile and distribute a quarterly branch newsletter;
- assist with material for the national quarterly / bi-annual newsletter;
- act as a medium through which YP's can voice their views, opinions and concerns and
- provide representation on the NC.

4.3. Resources

4.3.1. Human

The Forum will primarily rely on the **voluntary services** of YP's from member firms. All committees are required to appoint individuals (preferably YPs) to serve in and undertake tasks associated with the following roles:

4.3.1.1 Chairperson:

- reporting to NC;
- assist CESA and the committees with YP related matters;
- assist and coordinate the committees in YP matters and
- arrange and chair all meetings.

4.3.1.2 Vice Chairperson:

- assist the chairperson in his / her duties;
- the collation and publication of the newsletter and
- keeping the YPF website updated.

4.3.1.3 Treasurer,

- approve and carry out all payments via CESA to service providers in terms of the available budget;
- approve re-imburements to YPs, via the YPF Chairperson, on the execution of the YPF mandate and activities and
- invoicing and receipt of payments from sponsors.

4.3.1.4 Secretary,

- assist Chairperson and Vice Chairperson in his / her duties;
- preparing and distributing minutes of committee meetings;
- arranging logistics of committee meetings, including invites, list of attendees and
- conference call arrangements.

A more detailed description of the responsibilities of the roles listed above in the various committees is contained in **Annexure C**.

4.3.2. **Facilities and equipment**

The Forum relies primarily on CESA facilities and equipment and, where required and available, on the facilities and equipment of CESA member firms.

4.4. **YPF Code of Conduct**

YP's and YPF committee members will adhere to the prevailing CESA Code of Conduct.

4.5. **Term**

The YPF term of office runs from September to August of the following year. EXCO, NC and RC members may serve a one-term or two-terms as per CESA Constitution. Every two years the NC committee meets on the day preceding the 'CESA Aon Engineering Excellence Awards' during the YP Sustainability Imbizo, where elections and changeovers are formalised.

4.5.1. **Term of Office in the various committees**

- 4.5.1.1. RC members may hold office for a two (2) year term, however, if the region has a high number of YPs interested in joining the committee, then the RC committee members may opt to hold office for a one (1) year. If RC members hold office for a one (1) year term, in the interest of continuity, it is advisable that two thirds (50 +1) of the members be from the previous committee. It is also advisable that two thirds (50+1) of the RC members cannot be from the same member firm.
- 4.5.1.2. EXCO members hold office for a two (2) year term.
- 4.5.1.3. A Chairperson may hold such office for not more than two (2) years. The Vice Chairperson may hold such office for not more than two (2) consecutive years.

4.5.2. **Election of office bearers in the various committees**

- 4.5.2.1. An AGM notice will be issued at least four (4) weeks / one (1) month prior.
- 4.5.2.2. At regional level, attendees who have signed the register are eligible to cast a vote at the AGM personally or by proxy.
- 4.5.2.3. At national level, the eligible members of NC, EXCO, Vice Chairpersons of RC, Immediate Past Chairperson of RC (who are below the age of 36) may cast a vote at the AGM personally or by proxy.

- 4.5.2.4. The proxy must be appointed in writing, via a “Proxy Form” being filled in and signed by the eligible member. Proxy vote is limited to **ONE** proxy per member.
- 4.5.2.5. The election of the EXCO shall take place on the day preceding the ‘CESA AON Engineering Excellence Awards’ during the YP Sustainability Imbizo or set by the outgoing EXCO.
- 4.5.2.6. Members of the NC, EXCO and Vice Chairpersons of RC shall elect the National Vice Chairperson, who after serving their two (2) year term as Vice Chairperson will automatically preside as National Chairperson.
- 4.5.2.7. The National Vice Chairperson will simultaneously fill the role of National Treasurer.

4.5.3. “Special Election” of the Chairperson

- 4.5.3.1. Should the current Chairperson be unable to complete their term for any valid reason, then “Special Election” shall be held.
- 4.5.3.2. An extra-ordinary / urgent committee meeting will be called to formalise the process of the “Special Election” where the sitting Vice Chairperson will be formally elected into the position of Chairperson. An interim Vice Chairperson will also be elected during this extra-ordinary / urgent meeting.

5. FINANCIAL PLAN

5.1. Introduction

The YPF exists on funds provided through sponsorship or donations from CESA / membership firms and service providers or suppliers in the industry. Such funds are secured by the YPF and CESA but received by CESA, invoiced by CESA and deposited into the bank account of CESA.

Additional funds can be made available by CESA through a well-motivated written request to a limit of R100 000.00 per annum or subject to availability of funds in the reserves.

5.2. Income

The Forum is a non-profit organisation that relies on sponsorship support from companies and organisations that understand the importance of developing YPs for the future of the South African economy and engineering industry. The following Annual Sponsorship Structure has been established:

- **Gold sponsor: R20 000.00 (excl. VAT)**

Official sponsor status:

- short presentation at functions (15 min);
- company logo on all printed material;
- display sponsor banners at events;
- large company logo on Sponsor's Board;
- distribution of own branded pamphlets/business cards at events;
- company logo and link on the Forum website and
- link from Forum website to sponsor website.

- **Silver sponsorship: R10 000.00 (excl. VAT)**

Official sponsor status:

- company logo on all printed material;
- display sponsor banners at events;
- company logo on Sponsor's Board and
- distribution of own branded pamphlets/business cards at events.

- **Bronze sponsorship: R5 000.00 (excl. VAT)**

Official sponsor status:

- company logo on all printed material;
- company logo on Sponsor's Board; and
- distribution of own branded pamphlets/business cards at events.

5.3. Branch Allocations

The allocation of the budget is suggested as follows due to the activities of each branch and previous years expenditure:

Amount	Branch / Province
R100 000.00	Western Cape
R45 000.00	KwaZulu Natal
R10 000.00	Gauteng North and Gauteng South
R5 000.00	Eastern Cape – Border Kei/East London and Eastern Cape – Port Elizabeth
R2 500.00	Free State, Limpopo, Mpumalanga, North West, Northern Cape and Sothern Cape
R70 000.00	National Expenditure (Imbizo, Indaba, GAMA, FIDIC, etc.)
R260 000.00	TOTAL

Note: Additional funds can be made available for each branch through a well-motivated written request.

Furthermore, it is expected that the YPF will generate an income of approximately R515 000.00 annually through the Annual Sponsorships, Branch Sponsorships and Young Professional Sustainability Imbizo Sponsorships.

5.4. Operating costs

5.4.1. People Costs

Salaries, unemployment insurance, pension fund contributions, medical aid contribution, secretarial services and bonuses are not applicable as all human resources of the Forum are provided on a voluntary basis. Additionally, as funds are primarily managed by CESA and they bear the costs for auditor's fees.

5.4.2. Interest on loans

CESA has undertaken to supply any additional funding required during the financial year, should the Forum experience a deficit subject to the formal CESA approval processes. The Forum does therefore not intend borrowing any funds from financial institutions but will not exceed its available budget unless absolutely necessary, where a well - motivated written request to use some funds from the Forum's reserves will be submitted to CESA FinCom and Board for approval.

5.4.3. Bank charges

Bank charges on any of the Forum's monies are anticipated to be nominal and to be borne by CESA, as the Forum will not receive any interest on such monies from CESA.

5.4.4. Administration

- Postage, telephone and faxes, stationery, printing and local taxes are effectively borne by the resource's (national committee member's) company. This is why CESA member firms are the primary source of national committee members, as such firms have committed to objectives of the Forum.
- Trade licences are not applicable, as the Forum will operate under the auspices of the CESA.
- Legal expenses are not anticipated but will be borne by CESA should the need arise, subject to the formal CESA approval processes.

5.4.5. Annual planned regional activities cost

To perform the planned annual Forum activities the required estimated costs are as per the typical budget contained in **Annexure D**, which is approved annually by the CESA YPF EXCO and CESA FinCom.

5.4.6. Annual planned international activities cost

The YPF will send its National Chairperson and / or National Vice Chairperson, subject to the availability of funds, to participate in international conferences, namely FIDIC-GAMA and FIDIC conferences. Following which surplus funds are available, these may be used to send deserving members of the National Committee to attend the FIDIC-GAMA conference.

A more detailed description of the selection criteria is contained in **Annexure A**.

5.4.7. Sundry Costs

Although the YP committees (and supporting members) are not paid salaries for performing the duties of the Forum, currently their travelling costs are reimbursable. See **Annexure D** for the proposed budget.

ANNEXURES

6. ANNEXURE A: CESA YPF CONSTITUTION

6.1. CESA YPF Governing Body

CESA YPF is governed by the CESA constitution and Code of Conduct. All CESA YPF members shall abide by these documents. Participation on committees is limited to YPs from CESA member firms for the main positions. However, provision have been made for build environment and engineering YPs working in the public and construction sector to participate as “members”.

6.2. Committees

6.2.1. Executive Committee (EXCO)

CESA YPF have established an Executive Committee (EXCO) consisting of:

- 1 x Chairperson, elected for a two (2)-year term by the CESA YPF NC;
- 1 x Vice Chairperson elected for a two (2)-year term by the CESA YPF NC and who will simultaneously occupy the position of Treasurer. The Vice Chairperson will automatically succeed the Chairperson;
- 1 x Immediate past Chairperson (succeeded by the presiding Chairperson) to serve a one (1)-year term;
- 1 x ‘Young Engineer of the Year’, award winner of the CESA Aon Awards elected for a one (1)-year term;
- 1 x Secretary, elected for a two (2)-year term by the CESA YPF NC;
- 1 x Vice Secretary, elected for a two (2)-year term by the CESA YPF NC;
- 1 x CESA Official, CESA representation and
- Max 1 x additional members from CESA YPF NC, if required by the elected EXCO.

6.2.2. National Committee (NC)

CESA YPF have established a National Committee (NC) consisting of:

- CESA YPF EXCO and
- RC branch chairperson (1 per branch), elected for a 1-year or 2-year term by the respective CESA YPF RC or branch members;

The CESA YPF NC:

a. **Chairperson** will:

- be a member of CESA Council and Board;
- report back to Council on all YP related matters;
- be responsible for the establishment and maintenance of regional branches throughout SA;

- assist CESA and NC with YP related matters;
 - act as a CESA YPF representative on the FIDIC-YPF Steering committee.
 - adjudication of YP related competitions;
 - assist and coordinate the RCs in YP matters;
 - review Business Plan at commencement of his / her tenure;
 - arrange and chair the quarterly meetings;
 - arrange and chair the AGM;
 - may provide representation on the FIDIC-YPF and GAMA YPF steering committees and
 - may attend the FIDIC and / or FIDIC-GAMA conferences.
- b. **Vice Chairperson will:**
- assist the Chairperson in his / her duties;
 - the collation and publication of the newsletter;
 - may provide representation on the FIDIC-YPF and GAMA YPF steering committees;
 - may attend the FIDIC and / or FIDIC-GAMA conferences and
 - keeping the YPF website updated.
- c. **Treasurer will:**
- report quarterly on financial status of all CESA YPF branches and national;
 - approve all payments to service providers;
 - approve re-imbursments to YPs, via the CESA YPF RC Chairperson and Treasurer, for the execution of regional Forum activities.
 - The Finance and Admin Manager of CESA has the final say on all finances.
- d. **Secretary will:**
- assist Chairperson and Vice Chairperson in his / her duties;
 - prepare and distribute minutes of National and Executive Committee meetings;
 - arrange logistics of National and Executive Committee meetings, including invites, list of attendees and
 - conference call arrangements and
 - be responsible for co-ordinating the national CESA YPF events.
- e. **Vice Secretary will:**
- assist the Secretary in his / her duties;
 - assist the Vice Chairperson in collating and publishing the newsletter.

f. **Members of EXCO will:**

- attend the quarterly meetings;
- attend the AGM and
- participate in the nomination and election of successive CESA YPF Vice Chairperson, on a one-person one-vote basis at every biennial AGM. Members of EXCO may be represented by proxy in the form of their RC Vice Chairperson or another member of EXCO. Proxy representation shall be communicated to the NC Chairperson and CESA Official prior to or at the AGM. Proxy representatives shall hold no more than one (1) proxy vote.
- participate in the nomination and election of positions that may become vacant, namely Treasurer, Secretary, Vice Secretary or Member, on a one-person one-vote basis at an AGM or quarterly meeting, whichever comes first, as the need arises.

g. **RC branch chairperson will:**

- attend the quarterly NC meetings, if a branch chairperson is unable to attend a meeting, they shall send representation to the meeting in the form of their Vice Chairperson or other branch member.
- attend the AGM, if a branch Chairperson is unable to attend the AGM, they shall send representation to the meeting in the form of their Vice chairperson.
- participate in the nomination and election of successive CESA YPF Vice Chairperson and EXCO members, on a one-person one-vote basis at every annual or biennial AGM; RC branch Chairperson may be represented by proxy in the form of their RC Vice Chairperson or member of EXCO. Proxy representation shall be communicated to the NC Chairperson and CESA Official prior to or at the AGM. No proxy representative shall hold more than one (1) proxy vote. In the instance where a branch has not been represented, their vote shall be deemed null and void.
- take directive from YPs, through regional representation;
- take directive from the CESA council;
- allow for alliance with FIDIC and GAMA and
- establish subsequent year's YPF objectives in consultation with the RCs and CESA, based on issues identified during present year.

h. **Young Engineer of the year will:**

- be an active serving member of the YPF NC for the year of their term;
- may provide representation on the FIDIC-YPF and GAMA YPF steering committees and
- may attend the annual FIDIC and / or GAMA conference.

6.2.3. **Regional Committee (RC)**

CESA YPF will establish a regional representation to ensure objectives are implemented per region. A regional branch Chairperson elected by the regional YPs will head the RC. The RC will:

- be elected for a 2-year term;
- take directive from CESA YP NC;

- report to National Chairperson quarterly on all regional YP events;
- facilitate the nomination and election of successive CESA YPF RC members, on a one-man one-vote basis by the regional YPs; Proxy voting shall be permitted but limited to one (1) proxy per individual voting.
- establish sub-committees (if required) to fulfil annual YPF objectives;
- review and approve all activities of the sub-committees;
- ensure successful implementation of the annual YPF objectives;
- liaise with YPs face-to-face;
- meet as deemed necessary to meet deliverables, but minimally 4-times annually;
- provide material for the national newsletter;
- provide quarterly financial reports to CESA YPF National Treasurer;
- may attend the annual face-to face AGM and annual Engineering Excellence Awards and
- partner with Branch Chair.

6.3. Administrative support

The CESA YPF will be administratively assisted by CESA regarding:

- invoicing and receipt of payments from sponsors;
- payments to services providers;
- arranging for printing and distribution of marketing materials and
- arranging of website development and updating, as per CESA YPF instructions.

6.4. Selection criteria for deserving members to attend conferences

As mentioned in Section 5.4.6, the CESA YPF may nominate deserving members of the NC to attend the FIDIC-GAMA conference with the National Chairperson and / or National Vice Chairperson based on them meeting some of criteria listed below:

- a. The RC Chairperson / member are actively working at keeping the branch relevant and alive despite challenges of low attendance of regional events, lack of interest of YPs in the region to participate in the committee and lack of commitment from YPs who join the committee amongst other reasons. These CESA YPF RC members continue advocating for volunteerism and offering their time to speak to learners promoting Engineering as a profession of choice.
- b. The RC Chairperson / member have taken the initiative to ensure participation in their region increases and improves, especially in regions where the branch has been dormant for several years.
- c. The RC Chairperson / member have initiated improvements to activities hosted in the region that have ensured YP participation at regional and / or national events sees a significant increase.
- d. The RC Chairperson / member is actively advocating the CESA and CESA YPF brand to YPs and potential sponsors in the region both in the Consulting Engineering space and other sectors.
- e. The RC Chairperson / member is actively collaborating with other VAs and / or institutions to promote to CESA and CESA YPF brand to YPs in other engineering sectors and disciplines as well as those in the public sector.

- f. The RC Chairperson / member have stepped up to occupy vacant positions due to terminations, both at national and / or regional level, as nominated by the NC and / or RC respectively.

6.5. YP membership termination

The following procedures should be followed to terminate participation of YPs:

6.5.1. Termination by CESA YPF NC

If the CESA YPF NC wishes to terminate the participation of a YP in the activities of the CESA YPF, they will notify the YP and the CESA YPF RC giving detailed reasons for the termination. Should the YP be a member of an active committee, he / she will be given reasonable notice to facilitate a handover to another member to take over his / her duties. Should a replacement not be readily available, the NC EXCO will be required to identify and nominate a suitable replacement.

6.5.2. Termination by CESA YPF RC

If the CESA YPF RC wishes to terminate the participation of a YP in the activities of the regional CESA YPF, they will notify the YP and the CESA YPF NC giving detailed reasons for the termination. Should the YP be a member of an active committee he / she will be given reasonable notice to facilitate a handover to another member to take over his / her duties. Should a replacement not be readily available, the RC will be required to identify and nominate a suitable replacement.

6.5.3. Termination by a CESA YP

If a YP wishes to terminate his / her participation in the activities of the CESA YPF, s/he will notify his / her RC giving details of the reasons for termination. Should the YP be a member of an active committee he / she will give reasonable notice to the RC and allow for sufficient time to facilitate a handover to another member to take over his / her duties. The CESA YPF RC will accordingly notify the CESA YPF National Chairperson and CESA Official.

Should the YP be a member of the EXCO, s / he will notify the CESA YPF National Chairperson and CESA Official and will give reasonable notice to facilitate a handover to another member to take over his / her duties. The EXCO will be required to identify and nominate a suitable replacement.

6.5.4. Reasons for terminations by CESA YPF

The following will constitute sufficient reasons to terminate the service of a YP, on any CESA YPF committee:

- substantially hindering the activities of the CESA YPF;
- failure to comply with the CESA and ECSA Code of Conduct;
- bringing the organisation into disrepute
- termination of YP employment in a CESA member firm (applies to EXCO, NC and RC) and
- other reasons deemed reasonable by the CESA YPF NC and RC.

6.6. Quality management

As a Forum under the auspices of CESA, the CESA YPF will implement the CESA Quality Management Systems (QMS).

7. ANNEXURE B: INDUSTRY AWARENESS

7.1. CESA YPF Website

7.1.1. Content of the website

The CESA YPF website will contain the following:

- a. YPF vision, mission and objectives;
- b. YPF business plan;
- c. EXCO, NC and RC committee contact details;
- d. Pictures and synopsis of CESA YPF activities and accomplishments:
 - professionally registered YPs;
 - promotions;
 - CESA YPF quarterly interactive meetings and registration details;
 - schools and tertiary institutions involved in CESA YPF industry awareness initiatives;
 - 'YP of year' nominees, with short synopsis;
 - 'YP of the year' and
 - pictures of the events held.
- e. CESA YPF member database registration link;
- f. 'YP of the year' requirements and entry forms;
- g. Link / s to associated websites; i.e. ECSA, in particular to professional registration details and forms;
- h. Sponsor logos, contact details and website links;
- i. Newsletter; and
- j. Number of visitors to website (may be made available on request).

7.1.2. Purpose of website

The website will be used to:

- inform the engineering industry and public of the role and activities of the YPF;
- facilitate the registration of YPs and
- publicise the accomplishments of YPs.

7.2. Communications to schools and tertiary institutions

7.2.1. School initiatives

7.2.1.1. Content of school communications

The CESA YPF will assist ECSA with the development of a communications package that will either be given to school guidance teachers or presented to school learners by YPs. Essentially such a communications package will:

- a. be tailored for schools of different regions, i.e. media of communication and language, to ensure maximum effectiveness;
- b. contain:
 - an indication of the various disciplines in the engineering industries;
 - duties and responsibilities of the engineer and
 - past and current projects implemented by the South African engineers.

7.2.1.2. Purpose of school communications

The communications initiative will be used to introduce the engineering industry as a profession of choice for school learners.

7.2.2. Tertiary institution communications

7.2.2.1. Content of tertiary institution communications

The CESA YPF will develop a communications package that will either be given to the built environment departments or similar tertiary institutions or presented to tertiary learners by YPs, with a Consulting Engineering focus. Essentially such communications package will:

- a. be tailored for institutions (universities and universities of technology), and possibly by region, to ensure maximum effectiveness; and
- b. contain:
 - an indication of the various disciplines in the engineering industries;
 - duties and responsibilities of the engineer;
 - status of the South African consulting engineering industry;
 - past and current projects implemented by the South African engineers and
 - role and responsibility of CESA and the CESA YPF.

7.2.2.2. Purpose tertiary institution communications

The communications initiative will be used to assist with the preparation of engineering graduates regarding the reality of the engineering industry and to introduce the CESA YPF to such graduates.

8. ANNEXURE C: CAPACITY BUILDING

8.1. CESA YPF national database

The database will include the following information:

- a. member name and surname;
- b. age;
- c. gender;
- d. contact details;
- e. qualifications (engineer, technician, technologist and other);
- f. ECSA registration status (candidate or professional or submitted professional registration applications) and
- g. employer details.

8.1.1. Purpose of database

The database will be used to communicate to the YP's and provide statistical data of the YP's in the engineering industry to CESA. The database will not be distributed to anyone outside of the YPF or any company not affiliated with CESA.

9. ANNEXURE D: TYPICAL BUDGET

CESA YPF	MAR 2020 to FEB 2021	
YPF Income	Description	
	YPF Sponsors National	R 190 000
	YPF Imbizo	R 200 000
	YPF branch income - WC	R 95 000
	YPF branch income - KZN	R 30 000
YPF INCOME TOTAL		R 515 000
YPF Expenditure	Description	
Local Conferences: Host + Attendance		
	AGM, YP Imbizo and CESA Awards	R 200 000
	CESA Indaba (Cape Town)	R 60 000
	Strategic Review Meeting	R -
	Womans Day Event	R -
	YP Volunteerism Lekgotla (LP, NW & MP)	R -
International Events: Attendance		
	GAMA 2020 @ BOTSWANA (19-21 Apr 2020) -YPF EXCO&NC	R 140 000
	FIDIC 2020 @ GENEVA (13-15 Sept 2020)	R 60 000
YPF National Committees		
	CESA Committee Allocations	R 2 500
	Other YP National committee costs	R 6 000
YPF Branch Allocations (Alphabetical)		
	YP EC - BK	R 2 500
	YP EC - EL	R 2 500
	YP FS	R 1 000
	YP GN	R 3 000
	YP GS	R 3 000
	YP KZN	R 35 000
	YP LP	R 1 000
	YP MP	R 1 000
	YP NW	R 2 500
	YP NC	R 2 500
	YP WC	R 85 000
	National Branch Kitty	R 5 000
Other Costs	Events/Initiatives Costs (Leadership seminars)	R -
	Marketing, Branding & Events	R -
	Community projects	R 2 500
	Youth In Construction	R -
	Sundry Rep @ conferences	R -
YPF EXPENDITURE TOTAL		R 615 000
YPF LOSS APPROVED FROM ACCUMULATED EARNINGS		-R 100 000