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STRATEGY FRAMEWORK - 2025 AND BEYOND

The International Association for Impact Assessment South Africa (IAIAsa) has held several workshops with the National Executive Committee (NEC, for 2019/20, 2020/21, and 2021/22) to develop the IAIAsa 2025 and Beyond strategy. During the strategy development process some Past Presidents, IAIAsa's staff and contractors were consulted. This document presents the aspirations of the NEC for the association, and it includes a purpose, vision, mission and six strategic objectives. The strategy is to be adopted by the Members of the association, and it will guide future strategic activities of the association.

PURPOSE

Advancing Sustainable Outcomes for South Africa.

The International Association for Impact Assessment South Africa's focus is on Integrated Environmental Management (IEM). This is broader than Environmental Impact Assessments (EIAs). IEM includes impact assessment but goes beyond this to ensure sustainable outcomes for the people and the environment in South Africa. The IEM community is striving to achieve sustainability through an ethical practice that adheres to IEM principles and values and upholds and applies relevant environmental legislation. Some of the key IEM elements and principle are:

- Accountability and responsibility
- Community empowerment
- Continual improvement
- Environmental Justice
- Holistic decision-making

Furthermore, the IEM community is progressively upskilled and experienced professionals are ensuring capacity building for the youth.

MOONSHOT

A moonshot is simply understood as a project or proposal that addresses a huge problem, or proposes a radical solution, or uses breakthrough technology. In the context of IAIAAs, the moonshot is:

To shape and guide environmental management practice to fully integrate Integrated Environmental Management (IEM) elements and NEMA principles in South Africa by 2025.

VISION

To be the Professional Association of choice for practitioners and that advances IEM practice in South Africa.

MISSION

To create engaging and collaborative spaces for IEM practitioners to advance in skills and knowledge through continuing professional development (CPD) towards improving the IEM practice.

VALUES

Ethical – That professional activities are conducted in a professional, transparent, and balanced manner with honesty and integrity without bringing discredit to the profession.

Duty of care – That the Association and its members shall exercise duty of care, as described in section 28 of the National Environmental Management Act (NEMA, Act 107 of 1998 as amended), in practice such that every person who causes, has caused or may cause significant pollution or degradation of the environment to take reasonable measures to prevent such pollution or degradation from occurring, continuing or recurring, or, in so far as such harm to the environment is authorized by law or cannot reasonably be avoided or stopped, to minimize and rectify such pollution and degradation of the environment.

Integrity – That the integrity of the natural environment and the health, safety, and welfare of the human community is placed above any commitment to sector or private interests.

Professionalism – That professional activities, as far as possible, are carried in accordance with principles of sustainable development and the highest standards of environmental management.

BELIEFS AND ASSUMPTIONS

When developing the objectives and goals, the following underlying beliefs and assumptions were made. We believe and assume that -

- CPD is a requirement from registration bodies and authorities and IAIAAs must take a leading role in the provision of CPD accredited initiatives;
- The rapid evolution of the 4th Industrial Revolution (4IR) has resulted in the need for us to strengthen and accelerate digitised programs;

- There is a need for IAAsa to incorporate a wider scope of IEM practice (not only Impact Assessment) as an outcome from the Environmental impact Assessment and Management Strategy (EIAMS) process;
- Alignment of IEM practice with sustainable development agenda such as Sustainable Development Goals (SDGs) and advocating for sustainable outcomes is necessary;
- IAAsa is aware / takes cognizance of government mandated development programs such as the National Development Plan, National Growth Plan, etc.; and advocate for sustainable outcomes; and
- IAAsa will be relevant in perpetuity as an association of choice.

OBJECTIVES AND GOALS

The 6 strategic objectives are:

- Enhancing effective knowledge and information transfer through CPD and promotion of IEM practice;
- Advocating for sustainable outcomes and ethical practice in IEM;
- Improving the organisations effectiveness and sustainability;
- Ensuring inclusive membership;
- Establishing a contemporary brand; and
- Consolidating and growing partnerships.

The goals for the 6 strategic objectives are as follows:

- Enhancing effective knowledge and information transfer through CPD and promotion of IEM practice
- Develop understanding of the organisation's purpose and moonshot;
- Offer training opportunities and develop capacity for continuing professional development (CPD);
- Promotion of IEM practice and all tools, including the consideration of climate change; and Develop coaching and mentorship programs to facilitate growth from grass roots to excellence for young professionals.

¹ CPD is understood as *the systematic maintenance, improvement and broadening of knowledge and skills and the ongoing development of personal qualities necessary for the execution of professional and technical duties, and contribution to capacity building in the field, throughout a registered professional's or practitioner's working life* (SACNASP, 2017).

² Current means a description of the current status of the organisation in broad terms that include the customer/market, financial, operations, human capital, and environmental/societal (i.e., external) factors.

³ Future means a desired state of the organisation, in broad terms that include the customer/market, financial, operations, human capital, and environmental/societal (i.e., external) factors once action(s) have been undertaken to meet the goal(s).

Goal(s)	Action(s)	Current	Future
Develop understanding of the organisation's purpose and moonshot	Improve messaging and constantly sensitise the public to the organisation's purpose.	No messaging strategy for communication of IAIA's purpose and moonshot in place	Create and implement a deliberate messaging strategy systematically from March 2022 until February 2025.
	Develop a suitable and accessible IEM knowledge repository of content and collect materials;	All communications driven by Operations Manager	Introduce Communications portfolio to NEC by 2022 to improve capacity for collecting, collating, and disseminating information, and for sharing on social media by March 2022. In addition, to influence and shape communication and dialogue in the IEM sector and for climate change; Provide paid resource to the office dedicated to communications including graphic design, website updating, e-brief collation and dissemination, social media management by August 2022.
	Arrange CPD validated events through branches, annual conferences, symposia, training, etc.	Voluntary Association that is focused on the use of EIAs	Established and recognised Professional Association in IEM practice by February 2025.
	Expand the organisation's digital transformation strategy and develop online capabilities to improve the organization's reach;	Unsustainable project outcomes due to improper practice, inadequate integration, inappropriate consideration of cumulative impacts, and politically driven projects.	Sustainable Outcomes for people and the environment by February 2025.
	Develop a good practice manual for IEM practice; and	Branch Events and Student Branch Events and paying non-members able to access in person events in main	Improve geographical reach and improve opportunities for participation from December 2022.

		centres/online events with access to device and data.	
Offer training opportunities and develop capacity for CPD and promotion of IEM practice	Work towards IAIAsa being a training service provider e.g., look at content that was created for pre-conference training in 2019 & partner with training service providers.	Training is only provided at pre-conference training.	Provision of training opportunities by December 2022.
		Recognised South African Council for Natural Scientific Professionals (SACNASP) Voluntary association by application recognition certificate July 2021 – July 2026, able to validate events	Retain recognition with SACNASP by February 2025.
		Recognised Environmental Assessment Practitioner Association of South Africa (EAPASA) Voluntary association by MoU, able to validate events	Retain recognition with EAPASA by February 2025.
		Annual conference designed to get numbers in seats	Increasing delegates at Annual Conference by deliberately selecting content and knowledge transfer opportunities by December 2022.
		Pilot OnRamp Training portal	Establish program and online platform for offering training by March 2023.
		SACNASP and EAPASA Category 1 CPD only offered for events 0.5 day and longer	Develop Capacity to offer more Category 1 CPD events by August 2022.
		Event registration via Google Docs or similar online services, not linked to membership database, manual checking of registrations, manual invoicing,	Establish platform for easy event registration, tracking of individual member participation, CPD tracking by August 2022.

		receipting and confirmation of event registration	
		Operations Manager under capacity to facilitate branch events	Structure organisation with support for Operations Manager to facilitate events and training by December 2022.
		Individual regional/provincial Voluntary Branch Committees develop Branch Events in response to perceived needs/available speakers etc in the province/workspace, no structure or theme	Fill identified gaps and grow capacity in the IEM practice by August 2022.
		Poor integration of sustainable environmental objectives, poor quality reporting, unethical behaviour by members and non-members	Mainstream and obvious Quality, Ethics, and robust integration of IEM Key elements and objectives as per section 23 of NEMA in Environmental Management practice from August 2023.
Promotion of IEM practice and all tools, including the consideration of climate change	Promote the use of IEM tools; Champion the consideration of climate change aspects in IEM practice.	EIAs are the primary used IEM tool; Climate change is not considered in IEM practice.	Using all IEM tools in a complimentary manner and a fit-for-purpose tool is selected; Consideration of climate change in all IEM processes.
Develop coaching and mentorship programs to facilitate growth from grass roots to excellence of young professionals	Establish a database of mentors and update it regularly; Provide coaching and mentoring opportunities through focused programs for students and young professionals (early career); Provide mentorship opportunities through focused programs to upwardly mobile practitioners; and Encourage seasoned practitioners to give back to the	Pilot IAIA's Students Mentorship Programme (ISMP) Programme was run in 2017 and 2018 but was suspended	Fully establish annual functional and resourced mentorship programme from grassroots to excellence by March 2023.

	environmental sector and community by mentoring		
		SACNASP Candidate Mentorship Programme (CMP) Funding approved but not accessed due to lack of capacity	Refresh relationship with SACNASP on the CMP, finalise contract if funding is still available, finalise mentorship programme, initiate action by August 2022.
			Seek funding opportunities and apply for funding annually from August 2022.
		Mentor lists from prior programmes available but not consolidated	Establish updated mentor portal and database by November 2022.
		2017 ISMP Programme outline from successful ISMP initiative exists but is outdated	Revisit ISMP outline then refresh and revise. Identify, record, and unpack challenges, correct, and reactivate the mentorship programme by November 2022.
			Establish framework mentoring guidelines for IAIAAsa Mentors by November 2022.
			Develop outcomes rubric for mentees by November 2022.
		Preliminary mentor and mentee conditions and agreements in place	Develop mentor and mentee conditions and agreements (resolve insurance issue) by November 2022.
			Revisit and refresh close out/certification process by November 2022.
		National Student Representative Portfolio assigned to manage	Reassign mentorship portfolio to a professional in the NEC, ideally

		mentorship. Portfolio overloaded and incorrect fit.	a senior member such as Past President or under the CPD portfolio by March 2023.
		Operations Manager and Student Rep in the NEC were managing the ISMP	Improve the number of role-players in the mentorship space and engage mentorship knowledgeable staff member with focused time allocation dedicated to mentorship programme by March 2023.

ADVOCATING FOR SUSTAINABLE OUTCOMES AND ETHICAL PRACTICE IEM

Influencing environmental legislation and policy within the country;

Launching and participating in initiatives, events and activities that promote sustainable outcomes, and undertake stewardship initiatives;

Facilitate and engage on current and emerging issues affecting people and the environment; and

Promote ethical behaviour in IEM practice.

Goal(s)	Action(s)	Current	Future
Influencing environmental legislation and policy within the country	Follow through / identify all relevant IEM legislation and provide comments	Government (enacts legislation) and Operations Manager share some with the Members via E-Briefs.	Have a resource within the organization that tracks, coordinates, and drafts inputs on legislation by August 2024; Influencing National and Provincial Government Departments and conscientizing the public on key environmental legislation issues from August 2023.
	Drive the enacting of local environmental legislation	None	Meet with at least three organizations from SA Cities

			Network, SALGA, C40, and ICLEI by August 2023.
	Advocate for improved alignment between professional registration bodies and voluntary associations, including promotion of marginalized sectors (such as ECOs, etc.)	Panel discussion participation at IAIA 2019 and 2021 conferences and EAPASA MoU discussions which were led by the President and Past President.	Registration bodies and VAs are aligned to CPD policy, and reciprocity by August 2023; Informal sectors such as ECOs are considered under a registration body by February 2025.
Launching and Participating in initiatives, events and activities that promote sustainable outcomes, and undertake stewardship initiatives	Get involved in key environmental initiatives, events, and activities like wetlands day; arbour week, state of environment reporting, environment day, etc.	Have started to celebrate some dates from the environmental calendar through the Communication portfolio in the NEC.	Budget for stewardship initiatives by March 2022; Budget for graphics designs from March 2022; Participate in stewardship events and workshops by February 2023; Issue stewardship awards from August 2023
	Undertake and promote own stewardship initiatives and communicate these to the members	The annual conference has a stewardship element which is managed by the Conference Organising Committee (COC) and is budgeted for in the conference budget.	Ongoing stewardship initiative at the annual conference from August 2022; Planned and implementing own stewardship initiatives by August 2024.
	Promote and advocate for sustainable outcomes through regular statements / thought leadership	None	Issue statements to promote and advocate for sustainable outcomes by February 2023.
Facilitate and engage on current and emerging issues affecting people and the environment	Facilitate and engage on current issues like climate change (e.g., recent appointment of Climate Change Committee by the President and Provincial Fora)	Conference themes and some Branch events are based on current environmental issues. Facilitated discussions have been planned at conference;	Identify key environmental events/dates by from March 2022 and keep a list of updated key environmental issues annual (from Strat Plan);

		No opinion pieces for newspapers and not participation in environmental programmes on television (TV).	Facilitate a discussion on key environmental issues affecting people and the environment from August 2022 and annually; Plan and host a training event on key environmental issues by December 2022; Write opinion pieces for newspapers and / or participation on environmental programmes in TV by February 2025.
Promote ethical behaviour in IEM practice	Running the green awards more regularly	None	Establish an awards committee from March 2022; Green awards issued from August 2023.
	Conducting workshops on ethical behaviour and its implications for the sector and practice	None	Host a workshop or training event on ethical behaviour by August 2023 and annually.
	Ensuring unethical members are appropriately capacitated and complaints handled.	Disciplinary procedure that would legally expose the organisation. Current code of ethics that predates EAPASA	Conduct a workshop on the code of ethics and conduct by March 2022. Promote ethical behaviour and conduct from March 2022. Discussion with registration bodies on the best approach for handling complaints by February 2023. Revise the code of conduct and code ethics and the disciplinary procedure by February 2024.

IMPROVING THE ORGANIZATIONS' EFFECTIVENESS AND SUSTAINABILITY

Restructure and capacitate IAIAsa to operate efficiently and to be responsive to members;

Strengthen IAIAsa's governing structures, business processes and policies;

Position IAIAsa as a reputable Voluntary Association and Non-Profit Organization;

Diversify and grow income streams;

Facilitate growth and development of IAIAsa by implementing strategic initiatives/flagship projects; and

Continue to grow the Sustainability Reserve to ensure IAIAsa's long term future.

Goal(s)	Action(s)	Current	Future
Restructure and capacitate IAIAsa to operate efficiently and to be responsive to members	<p>Review current job descriptions and remuneration</p> <p>Assess current human resource capacity and skills, and review the organisation's organogram</p> <p>Identify immediate capacity and skill needs, and recommend restructuring and resourcing required</p> <p>Prepare a restructuring and resourcing implementation plan with organogram and budget</p> <p>Implement restructuring and resourcing plan</p> <p>Prepare and budget a five-year resourcing plan with emphasis on a strong leadership team, talent management and succession planning</p>	<p>Operational Manager in fulltime employment</p> <p>All other administrative functions performed by individuals on part-time contracts</p> <p>Officer Bearers (Manco) have fiduciary responsibility</p> <p>NEC members are responsible for leading IAIAsa and are also assigned a portfolio to champion</p> <p>Branch Chairs are represented on the NEC</p> <p>Ad hoc committees formed to deal with specific issues/matters</p> <p>Conference is led and managed by a voluntary committee</p> <p>IAIAsa is under resourced</p> <p>Functions and responsibilities not streamlined or efficient</p>	<p>Revise organogram, job descriptions and remuneration presented to NEC by 24 November 2022</p> <p>New organogram resourced and operational by 1 March 2022</p> <p>Five-year organizational structure and resourcing plan approved by members by May 2023</p> <p>Restructure office and appointments made by August 2023</p>

	Present long term organizational structure and resourcing plan to members		
Strengthen IAIAsa's governing structures, business processes and policies	<p>Investigate Voluntary Association governing body options</p> <p>Review IAIAsa's current governing structure (NEC and Manco) and constitution, and recommend best governing body option</p> <p>Outline governing body structure, roles and responsibilities, and the constitutional changes required</p> <p>Obtain member approval for revised governing body structure and constitution</p> <p>Investigate and recommend the best options to integrate and automate on-line membership, communication, events, and financial systems</p> <p>Review business systems, processes and policies, and outline systems, processes and policies needed to operate efficiently</p> <p>Draft policies and procedures needed to support the new organizational structure and operations</p> <p>Identify and recruit a strong leadership and skilled professionals to serve in the NEC / Board</p> <p>Recruit and retain professional staff to implement the business of the association</p>	<p>IAIAsa lead by elected and voluntary NEC</p> <p>Officer Bearers (Manco) have fiduciary responsibility</p> <p>Branch Committees are responsible for leading branches and holding branch events</p> <p>Student branches are responsible for leading student branches and holding branch events</p> <p>Operational processes not streamlined or efficient</p> <p>Policies, processes, and systems lacking or not documented</p> <p>Invested in various on-line customer and communication packages but not taking full advantage of these and/or software packages not integrated</p> <p>Nominations to the NEC are done randomly</p> <p>The organization has one staff member, Operations Manager.</p>	<p>Governing body structure, roles and responsibilities agreed by NEC by August 2022</p> <p>Constitutional amendments made by August 2022</p> <p>New governing structure and Constitution approved by members by May 2023</p> <p>New governing body in place and operating by October 2023</p> <p>On-line membership, communication, events, and financial systems integrated and automated to best effect by August 2022.</p> <p>Systems, processes, and policies documented by February 2024</p> <p>Nominations to the NEC / Board to show leadership and skills that are strategically required by the association from February 2023</p> <p>Undertake a resourcing meeting by February 2022</p> <p>Recruit professionals in line with the resourcing plan from March 2022</p> <p>Introduce a performance management system by August 2022 in order to reward staff for good performance</p>

			Develop a human capital development policy by August 2023
Position IAIA as a reputable Voluntary Association and Non-Profit Organisation	<p>Keep all member records current and safe</p> <p>Hold regular elections</p> <p>Hold regular meetings and AGM</p> <p>Keep sound financial records and minutes</p> <p>Prepare annual report</p> <p>Maintain PBO status</p> <p>Register as an NPO</p>	<p>Membership database current</p> <p>Manco and NEC meetings held regularly</p> <p>Minutes of meetings kept</p> <p>Elections held</p> <p>AGM held</p> <p>AFS prepared, reviewed, and distributed</p> <p>PBO documentation submitted to SARS</p>	<p>All governance requirements compiled with by due date</p> <p>POPI compliant by February 2022</p> <p>Annual Report presented to members at AGM and circulated to partners and sponsors</p> <p>NPO application submitted to Department of Social Development by December 2021</p> <p>Registration status / number reflected on all documents by March 2022</p> <p>Annual Report submitted to Department of Social Development annually and organizational details and founding documents kept current</p>
Diversify and grow income streams	<p>Re-look at membership categories and recommend new options/models</p> <p>Develop funding strategy (look at income streams / options and partnerships/how do we leverage income from conference / events / training)</p> <p>Identify how partners/sponsors can be involved in events (advertorial/showcase/short presentation)</p> <p>Review membership, event, training, and conference costing /</p>	<p>Membership voluntary</p> <p>Individual membership category</p> <p>Membership number more stable, although does fluctuate</p> <p>Membership income does not cover operational costs</p> <p>Sponsorship only raised for conference / symposiums</p> <p>Reliant on conference sponsorship to cover operating expenditure</p>	<p>Membership categories and options updated by March 2022</p> <p>Membership benefits clearly outlined by March 2022</p> <p>Membership numbers increased by 100 by February 2023</p> <p>Members are representative (including youth, young professionals, and government), active and renewing memberships</p> <p>Section 18A applied for by February 2022</p>

	<p>benefit options and develop a model for costing</p> <p>Investigate and recommend best on-line platform payment option(s) which integrate with membership and financial systems</p>	<p>Not taking advantage of technology to facilitate payment / donations</p>	<p>Sponsorship prospectus and database available by March 2023</p> <p>Diversified income streams (including sponsors and donors) by February 2023</p> <p>On-line payments option/s available from February 2022</p>
<p>Facilitate growth and development of IAIAsa by implementing strategic initiatives/flagship projects</p>	<p>At Strat Plan, identify strategic initiative/flagship project that will facilitate growth and development of IAIAsa</p> <p>Prepare project budget/s and motivation</p> <p>Assess Projects Reserve fund value and decide on use</p> <p>Obtain project/s approval and use of Projects Reserve at AGM</p>	<p>Reserve fund is strong with funds available in the Projects Reserve</p> <p>Strategic initiatives/projects are identified</p> <p>The use of Project Reserves has only happened once</p>	<p>Flagship Project implemented each year to enhance IAIAsa's benefit offering to members from February 2023 until February 2025</p>
<p>Continue to grow the Sustainability Reserve to ensure IAIAsa's long term future</p>	<p>Investigate investment options and interest rates</p> <p>Invest for optimal growth</p> <p>Continue to monitor and report on status of Sustainability Reserve in Management Accounts and at AGM</p>	<p>Sustainability Reserve is wisely invested and accrues interest monthly</p> <p>Sustainability Reserve is monitored monthly, and status is reported in monthly Management Accounts and at AGM</p>	<p>Sustainability Reserve invested in best interest rate possible by March 2022</p> <p>Sustainability Reserve monitored and reported on as required by the Reserves from March 2022</p>

ENSURING INCLUSIVE MEMBERSHIP

Increasing youth participation and membership;

Ensuring transformation in the association;

Establishing a culture of inclusive participation;

Inclusivity in variety of professionals in IEM practice; and

Promote sector inclusivity.

Goal(s)	Action(s)	Current	Future
Increasing youth participation and membership	Introducing young professional category and reviewing it	Young professional category launched	Young professional's category reviewed by August 2024 and updated as needed.
	Strengthening student branches	New Student Branches created (MP); Student events held; Students participating in conference	Limpopo, Eastern Cape, Free State, and Northern Cape branches activated by June 2022; Youth and YP membership showing yearly increases from February 2023; Budgeting to target previously disadvantaged university students by February 2022; An increase student and YP participation in the Association from March 2023.
	Create mentoring opportunities	No mentorship is currently taking place	IAIAsa participated in the SACNASP CMP by March 2022; The stand-alone IAIAsa mentorship programme relaunched by August 2022.

Ensuring transformation in the association	Ensure increased visibility and diversity of speakers at IAIAAsa events	Transformation policy completed; Concerted efforts to identify and secure diverse speakers to ensure diversity of speakers at events	<p>The transformation policy reviewed and updated by March 2023;</p> <p>Transformation policy measures implemented by February 2025;</p> <p>Transformation budget included in the annual budget by February 2022;</p> <p>Databases that have the analytics/demographic information for all events for continuous improvement updated by February 2023;</p> <p>Procurement policy for conference finalised by February 2023.</p>
	Be deliberate about involving previously disadvantaged suppliers		
Establishing a culture of inclusive participation	Give opportunity to groups that are not well represented at the organization's events	Status quo maintained	A variety of youth and new members speaking at events and serving on the NEC by March 2023.
Inclusivity in variety of professionals in IEM practice	Ensure a variety of topics for webinars to attract different professions	Broadened topics at events and conferences	<p>Aggressive marketing at various conferences from August 2022;</p> <p>Budget for marketing at various government events and conferences included in annual budget by February 2022;</p> <p>Participation/presentations at other Association's events from August 2022;</p> <p>Increase variety of topics at events from March 2022.</p>
	Marketing at different conferences (Wetland Indaba, NACA, etc.)		

Promote sector inclusivity	Attract different sectors (government, academia, consultants, etc.) to IAIAsa through various channels	Status quo maintained	<p>EAPASA and SACNASP AGM attended by December 2022;</p> <p>Participation/presentations at other Association's events from August 2022.</p> <p>How about being part of the EAPs Forums? For instance GDARD's one. Wherein participation of certain members (IAIAsa Employees of NEC Members attends representing IAIAsa)</p>
	Advocating for improved alignment between registration bodies and inclusion of other IEM professionals such as ECOs, etc.		

ESTABLISHING A CONTEMPORARY BRAND

Become an association of choice;

Undertake community outreach and stewardship programmes;

Expand presence on online platforms;

Improve brand visibility;

Responding to changes;

Create content for online and social media platforms;

Communicate with and engage members regularly;

Support other IEM bodies; and

Marketing the association.

Goal(s)	Action(s)	Current	Future
Become an association of choice	Arrange events such as Branch and Training events, conference, symposia, and for CPD	Hosting Branch and conference events where we offer some CPD points.	Host Branch events from March 2022 that offer CPD; Host annual conference that offers CPD by August 2022; Host training event that offers CPD by February 2023; Subscribers (marketing material) by November 2022; Sponsors (for conference and other programmes) by August 2022; General public (social media platforms) by August 2022.
	Accredit events and materials with relevant IEM registration bodies	None	Accredit CPD materials for IEM practice by August 2023.
Undertake community outreach and stewardship programmes	Plan and publish stewardship initiatives	Stewardship is planned alongside conference by the organizing committee	Undertake stewardship initiative alongside the annual conference from August 2022; Plan other stewardship initiatives outside of conference by March 2023; Implement a community outreach programme from August 2024.
	Encourage Branches to support community initiatives	Some student Branches undertake community clean-up projects.	Adopt a policy for Branches to support community initiatives by February 2023.
Expand presence on online platforms	Create and manage online platforms such as the website, Facebook, Twitter, Instagram, YouTube, and LinkedIn	Communication portfolio is preparing some material to celebrate the environmental calendar.	Appoint a social media account manager as part of NEC portfolio or contractor from March 2022;

		<p>Posting is mainly done on Facebook and have a LinkedIn account.</p> <p>Have a YouTube channel where some keynote addresses are posted.</p> <p>Created a Twitter and Instagram accounts for 2017 annual conference.</p>	<p>Expand social media presence by actively using Instagram, YouTube, Facebook, LinkedIn, and Twitter by February 2023;</p> <p>Create SnapChat, TikTok, and Blog accounts by August 2023.</p>
	Update the website with the new design and upload relevant policy documents	<p>Updates are done when Operations Manager has capacity or when there is a need.</p> <p>Regular updated from adverts.</p>	<p>Update website by March 2022;</p> <p>Link website and GlueUp App information by August 2022.</p>
	Update the website with the new design and upload relevant policy documents	None	<p>Update website with relevant policy by August 2022.</p> <p>Have a new website design by February 2025.</p>
	Create a new website design and ensure it is contemporary	None	TBC once a marketing plan is prepared and implemented by February 2025.
	Compile communication and marketing policy	None	<p>Adopt a communication policy by August 2023;</p> <p>Implement marketing policy by February 2025.</p>
Improve brand visibility	Advocate and write statements on sustainable outcomes	None	Issue a statement on sustainable outcomes by February 2023.
	Brand events with association's name and logo	Branding of the association is used at in person events and a backdrop has been used for the online conference.	<p>Update branding by February 2025;</p> <p>Using current backdrops for online meetings from March 2022.</p>

	Post relevant content on social media	Content prepared by the Communication portfolio and other NEC Members, or Operations Manager is posted.	Content is uploaded on social media and accounts are managed by social media account manager by August 2022.
	Purchase and issue stationary, and gifts for speakers, and t-shirts for students with the organization's name and logo	Some gifts for speakers have been bought. The use of e-gifts has been used too for online events.	Purchase gifts for speakers with the association's logo by August 2022; Continuing using e-gifts for online meeting from March 2022.
Responding to changes	Reviewing the constitution, policy, and purpose	The pressure of many different associations requires us to establish a contemporary brand	Remain relevant as association of choice from August 2022. Absorb smaller environmental associations by November 2024.
Create content for online and social media platforms	Share content with members and the public	Content is shared with members and public via Facebook.	Content has been shared with members and public via Facebook, Twitter, LinkedIn, YouTube, and Instagram by November 2022; Expanded the use and sharing of content with the public via TikTok, etc.
	Allocate a resource for content development	Communication Portfolio and Operations Manager are undertaking the activity.	Appoint a professional resource by August 2023.
	Develop and translate relevant IEM materials for reaching out / Raise awareness on relevant IEM materials	An EIA Isizulu guide has been workshopped.	Publish EIA IsiZulu guide by August 2022. Identify other IEM materials that should be translated by March 2023. Translate some key IEM materials into relevant languages by February 2025.

Communicate with and engage members regularly	Issue purposeful eBriefs	E-Briefs are issued regularly.	Issue purposeful e-Briefs that are aligned with the strategy and focus on CPD and IEM practice by May 2022; E-Briefs include advocacy message and stewardship initiatives from February 2023.
	Post relevant content on social media and the website.	Relevant content is created and posted via some platforms.	Expand the reach on social media.
Support other IEM bodies	Attend IEM events that are arranged by other associations	Certain events are attended by Operations Manager or President such as Eskom, NACA, Wetland Indaba, and NSTF meetings.	Identify strategic partners and budget for participation from March 2022; Attend strategic partner meetings for support from November 2022.
Marketing the association	Promote the association in events that are arranged by other IEM bodies	Promotion of the association at NACA and Eskom events.	Promote the association at strategic partners' events by November 2022.
	Plan to increase membership numbers	Maintaining database.	Offer CPD events and advocate for good IEM practice from March 2022; Introduce different membership categories such as corporate membership by August 2022; Evaluate effectiveness and relevance of each membership category by February 2023; Revise membership fee structure and understanding the value of the membership by November 2023; Adopt a marketing plan for membership growth by February 2024.

	Target sponsors and partners for the association's programmes	Sponsors prospectus is prepared for the annual conference.	<p>Change sponsorship approach to be beyond conference and for it to be in support of strategic objectives and programmes by March 2022;</p> <p>Update list of sponsors by February 2022.</p> <p>Adopt a marketing plan that links with the sponsorships by February 2025.</p>
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CONSOLIDATING AND GROWING PARTNERSHIPS

Proactively maintaining and solidifying our relationships with our partners; and

Actively finding partnerships that help enhance our purpose.

Goal(s)	Action(s)	Current	Future
Proactively maintaining and solidifying our relationships with our partners	Review Memorandum of Agreements (MoAs) and Memorandum of Understandings (MoUs) every 3 years and communicate with partners twice a year and share eBriefs, plans and align on programmes	Current Partnerships with IAP2, IAIA, SACNASP, EAPASA, NACA, NSTF, SAWS (weather and wetland)	<p>Formalize partnerships with NACA, ELA, SEED, and SACPLAN. At least two from November 2022;</p> <p>Improve working relationships with National and Provincial Government Departments from November 2022.</p>
		<p>IAIAsa has MoAs and MoUs that are not constantly reviewed.</p> <p>Such current partners are IAIA, SACNASP, IAP2 +</p>	MoUs/MoAs reviewed every 3 years and communicated with partners twice a year (after every Strat Plan and Mid Term) starting March 2022.

	Proactively and structurally reach out to partners	Engage informal partners (ASSAf, ELA, NACA, EWT, NBBN)	Increase informal partner engagements (ASSAf, ELA, NACA, EWT, NBBN, SEED, CER) by Feb 2022 and allocated a resource in NEC/ contractor to be responsible for partnerships by March 2023.
		Intermittent ad hoc discussions with other VA's (WISA, IWMSA, etc.)	Ensure the partnership horizon is completely covered and well established (WISA, CER, EAPs Fora, IWMSA, GBCSA, APES, ECSA, SAICE, SACLAP, SAIAT, SACPLAN) by October 2022.
	Proactively support our partners in their plans	IAIAsa attends partners' events	Establish communication with partners twice a year (after every Strat Plan and Mid Term) starting March 2022.
Actively finding partnerships that help enhance our purpose	Attend other organization events and conferences to market IAIAsa;	IAIAsa attends other organization events and conferences	Proactively identify events and conferences to attend annually and budget for these by March 2022.
	Strategically reach out to new partners to establish partnerships to implement our purpose further;	Informal Relationships with Government Departments (such as DFFE) and NGOs (such as EWT, NBBN)	Establish and formalised relationships with key Government Departments (DFFE, Science and Innovation, Provincial Departments, Local Authorities) and relevant NGOs by Feb 2023.
		Serve EIA Practitioners and handful of specialist groups	Recognize as an Umbrella Professional Association for IEM by 2025.

		IAIAsa pays memberships fee/affiliate fees with IAIA, NSTF, and SA Wetland Society. Budget for membership fees (NSTF, SAWS)	Join other organisations by Feb 2023; Budgeted for Membership Fees (NSTF, SAWS) by April 2022; Budgeted for attendance at AGMs (NSTF); Budgeted for attendance at RA meetings SACNASP, EAPASA.
	Reach out to sponsors, funders, donors and constantly promote the association's programmes, such as the strategy, annual strategic plans, Back-a-Student; Campaign, and Events, etc.; and	IAIAsa reaches to sponsors for Annual Conference	Proactively reach out to potential sponsors and allocate an NEC resource/contractor by March 2023.
	Find partnerships for training and hosting of events	IAIAsa host events with partners	Well-structured and planned events and training. Reach out for partnerships by August 2022

CONCLUSION AND WAY FORWARD

The aspirations of the NEC for the association in 2025 and Beyond have been presented, and the aspirations include a purpose, new vision, new mission and six strategic objectives. The strategic objectives, goals and actions are IAIAsa's continuing commitment to its members and the IEM sector at large for the advancement of IEM practice in South Africa. The IAIAsa 2025 and Beyond strategy will guide the activities of the NEC. IAIAsa NEC will implement, monitor, and review strategy progress on an annual basis to ensure that the activities of the association contribute towards the purpose and vision of the organization.

Comments and Responses Report.

Nr	Context	Comment	Response
1.	Moonshot	The elements and principles only deal with two of the objectives of IEM in SA as per section 23 of NEMA.	The initial moonshot has been updated to cover both the IEM elements and NEMA principles, as defined in NEMA s23 and 2 respectively.
2.	Mission	While CPD is necessary it is not sufficient. An Association, by definition, is a group of people organised for a joint purpose. While IAIA's purpose it to establish a community of professional practice, the association also has the purpose to through collective action (including lobbying) shape not only the practice of IEM my its members, but also to shape (including change for the better) the IEM system in SA.	<p>Yes, we agree that CPD is more than just a system of collecting points.</p> <p>IAIA has also recognized the need for advocacy, especially for IEM practice and the consideration of climate change (CC).</p>
3.	Values	A critical collective value flows from the Constitution of SA in that our context required of all of us to collective place people (present and future generations) and their needs at the forefront of our concern, and serve their physical, psychological, developmental, cultural and social interests equitably (intra- and inter-generational) – and to be “development-oriented”. While there are negative duties (not to negatively impact or impede rights) there are also positive duties – with the need in SA for more proportional IEM responses in terms of both the urgency and extend of the challenges and duties that confront us in SA. See:	This comment has been addressed through the reference to NEMA s2 principles under the moonshot.

		https://drive.google.com/file/d/1T5NMKQ7gFWjy1CXyYTNOWU5w2A3n-IK7/view?usp=sharing and Pillay, A. (2005). Reviewing reasonableness: an appropriate standard for evaluating state action and inaction?. South African Law Journal, 122(2), p-419. Available at: https://drive.google.com/file/d/1GM9ugwRhOjRW8HWGc1VoXIGMh_GDiJGn/view?usp=sharing	
4.		Could add in another value: Sustainability?	This value was not added since sustainability outcomes are embedded in IEM practice.
5.	Beliefs and Assumptions: IAIAsa must take a leading role in the provision of CPD accredited initiatives.	Yes, critical role for IAIAsa.	The NEC will need to take note of this role / expectation.
6.	Beliefs and Assumptions: Alignment of IEM practice with sustainable development agenda such as Sustainable Development Goals (SDGs) and advocating for sustainable outcomes is necessary.	See the comments above regarding having to put people and their needs at the forefront (i.e. Human Rights approach) and to more responsive through more proportional IEM responses. In terms of a Human Rights approach, IAIAsa should also consider a stronger partnership with the Centre for Environmental Rights (CER). Should give more thought the inclusion of ESGs and environmental certification.	The NEC must note the CER alignment and consider it in partnerships. The human right aspect should be covered under the principle of NEMA s2. The ESGs and environmental certificate can be considered as IEM tools.
7.	Beliefs and Assumptions: IAIAsa is aware / takes cognizance of government mandated development programs such as the National Development Plan, National	IAIAsa must also actively participate and shape legislation, policies, strategies, programmes, plans & frameworks.	Certainly, and that is part of advocacy, which IAIAsa has recognised in this strategy.

	Growth Plan, etc.; and advocate for sustainable outcomes.		
8.	The 6 strategic objectives.	<p>What about the contributing to transformation of the sector including ito all the equality considerations including youth empowerment?</p> <p>Are these put in a level of priority? If yes, I suggest we put the second one to be the first Strategic Objective.</p>	<p>This was not strong in the IAIAAsa conversations for the strategy development process and EAPASA has made this a focal area.</p> <p>However, IAIAAsa has a MoU with EAPASA as one of the partners where there are undertaking to enhance areas of common interest.</p> <p>The limitation of IAIAAsa are that it is a voluntary association. It is hoped that the strong focus on CPD and IEM practice while creating ensuring an inclusive membership that it would add value to the mandate of our partners.</p> <p>The strategic objectives were not necessarily ranked. However, it was clear that IAIAAsa's positioning in the sector should be the provision of CPD opportunities for its members, this in support of the Registration Authorities. Hence, CPD has come up early and advocacy is not too far off as the second objective.</p>
9.	Coaching and mentorship programs.	Yes, critical.	The NEC must take note of this is expectation.
10.	Footnote 1, 2, and 3.	Why is this before the table?	To provide context to the reader.
11.	Create and implement a deliberate messaging strategy systematically from March 2022 until February 2025.	The correct framing ito a messaging strategy is key but should be part of a broader communication strategy.	The NEC needs to take note and action accordingly.

12.	Introduce Communications portfolio to NEC by 2022 to improve capacity for collecting, collating, and disseminating information, and for sharing on social media by March 2022. In addition, to influence and shape communication and dialogue in the IEM sector and for climate change.	2025?	No, since we need to achieve this goal sooner.
13.	Sustainable Outcomes for people and the environment by February 2025.	General Objectives of IEM achieved which is not about achieving an end state but rather about embedding a system of ongoing transition management through continuous learning and adjusting.	The comment is noted. It is good to hear reflections on the strategy from a NEMA perspective.
14.	Unsustainable project outcomes due to improper practice, inadequate integration, inappropriate consideration of cumulative impacts, and politically driven projects.	This does not make sense here. Which projects are unsustainable?	There have been some controversial projects, and these have tainted the IEM practice. Some examples could be cited.
15.	Retain recognition with SACNASP by February 2025.	Very important.	Thank you for the confirmation.
16.	Retain recognition with EAPASA by February 2025.	Very important.	The comment is noted.
17.	Annual conference designed to get numbers in seats.	The meaning of this statement was questioned.	However, that has been the approach by the organization.
18.	Event registration via Google Docs or similar online services, not linked to membership database, manual checking of	This is to ensure that IAIAAsa is not locked on a specific service provider and that it can move on to a better service from time to time.	Yes, and good point.

	registrations, manual invoicing, receipting and confirmation of event registration.		
19.	Poor integration of sustainable environmental objectives, poor quality reporting, unethical behaviour by members and non-members.	Is this really the current situation???	That is a perception and the Members' inputs have not challenged this perception.
20.	Mainstream and obvious Quality, Ethics, and robust integration of IEM Key elements and objectives as per section 23 of NEMA in Environmental Management practice from August 2023.	Member ethics when it comes to legal processes must be dealt with by the registration body?	The code of ethics and code of conduction has been initiated with an environmental lawyer and the next steps in 2022/23 have been identified.
21.	Develop mentor and mentee conditions and agreements (resolve insurance issue) by November 2022.	What does this mean?	The organization may need to be insured against claims that may arise such as from the mentor-mentee programme.
22.	Advocating for sustainable outcomes and ethical practice in IEM.	<p>IAIAsa can through its IAIA Internal relationship(s) also assist with "twinning" arrangements between SA & international partners, including ito benchmarking, sharing of best practice, international volunteers, etc.</p> <p>In SA, IAIAsa should partner with the Centre for Environmental Rights, but should also explore dialogue with the Development Action Group (DAG) and similar NGOs.</p> <p>This could be the objective which climate change falls under?</p>	<p>Certainly, and IAIAsa should build up on the partnership's objectives.</p> <p>The first objective has been amended to include climate change. This objective talks to all relevant environmental legislation and it includes climate change consideration.</p>

23.	Influencing environmental legislation and policy within the country.	Yes, critical.	Thank you for the feedback.
24.	Launching and participating in initiatives, events and activities that promote sustainable outcomes, and undertake stewardship initiatives.	Yes, participate in the initiatives of others, but IAIAsa should also launch its own initiatives.	Certainly, about launching IAIAsa initiatives.
25.	Drive the enacting of local environmental legislation.	<p>Yes, critical. A lot already possible to existing legislation, but a lot must land in Municipal By-Laws. A number of key Court Judgement to consider in this regard e.g.</p> <p>Le Sueur and Another v eThekweni Municipality and Others (9714/11) [2013] ZAKZPHC 6 (30 January 2013) (available at: http://www.saflii.org/za/cases/ZAKZPHC/2013/6.html)</p> <p>Nel & others v Hessequa Local Municipality & others (14Dec2015) (available at: https://cer.org.za/virtual-library/judgments/high-courts/nel-and-others-v-hessequa-local-municipality-and-others).</p>	The Macsands case and court ruling in favour of City of Cape Town regarding the need for land use planning, is another court precedent.
26.	Participate in stewardship events and workshops by February 2023.	Is the stewardship going to focus on the IEM only?	It should not, and for example Anglo Gold or other business could partner with IAIAsa on their Stewardship initiative.
27.	Facilitate a discussion on key environmental issues affecting people and the environment from August 2022 and annually.	Yes, critical.	The NEC should take note and action.
28.	Running the green awards more regularly.	See earlier comments to ESG & Environmental Certification systems.	This has been done and are considered as an IEM tools.

29.	Green awards issued from August 2023.	Green sounds very generic to any Environmental Practice or project. Since we are in EIA/IEM Space is suggest we call it "Impact Award" where we can then define criteria that will look at the initiatives and /or projects and their positive inputs to human lives and the Environment (ratings of Positive Impacts).	We need to move away from impact and focus on IEM practice.
30.	Ensuring unethical members are appropriately capacitated and complaints handled.	What about passing names on to relevant registration bodies when brought to the attention of IAIAAsa?	<p>The comment is supported, and this does not have to be a strategy action since it is an operational matter.</p> <p>The ethics and code of conduct next steps will give direction on how IAIAAsa needs to approach this in addition to reporting to RAs. IAIAAsa may also need to update its disciplinary procedure.</p>
31.	<u>Restructure and capacitate IAIAAsa</u> to operate efficiently and to be responsive to members.	Yes, critical.	Certainly, and the process has started.
32.	Student branches are responsible for leading student branches and holding branch events.	I suggest we have an experienced leader to be part of Student Leadership in Future.	The comment is supported and there is a need for especially Lecturers.
33.	POPI compliant by February 2022.	This may need to be expanded. E.g. referring to Management of Personal Information Policy or any policy/strategic document to illustrate the level of compliance that is being referred here.	The POPI Act came into effect on 1 July 2021 and the organizations needs to ensure compliance.
34.	Facilitate growth and development of IAIAAsa by implementing strategic <u>initiatives/flagship projects</u> .	Yes. While IAIAAsa need to partner & participate ito the initiatives of others, IAIAAsa should also initiate its own projects/initiatives (and ask other to partner and participate with IAIAAsa).	The comment is supported.

35.	Ensuring inclusive membership.	Yes, with Gender Quality & Women Empowerment also being key. See: https://www.dffe.gov.za/projectsprogrammes/environment_sector_genderstrategy/policy_framework and https://www.dffe.gov.za/projectsprogrammes/environment_sector_genderstrategy and https://www.iknowpolitics.org/en/knowledge-library/report-white-paper/south-africa-local-government-gender-policy-framework , etc.	The organization has not had issues with women participation.
36.	General public (social media platforms) by August 2022.	How about as an association we also become visible by writing an opinion pieces on a newspaper or try to be visible on environmental programmes on TV as a way of increasing our visibility to public.	The suggestion should be considered under the advocacy strategic objective.
37.	Responding to changes.	Critical.	The comment is noted, and the organization would need to be responsive to such changes.
38.	Consolidating and growing <u>partnerships</u> .	Partnering & partnerships are key. It might be worth for IAIAasa to approach Dr Andrew Boraine of the WC Economic Development Partnership (WCEDP) who has done a lot of research as well as learning through doing its partnering & partnerships. See for example: https://csp.treasury.gov.za/CSP-Old/Resource%20_Centre/Conferences/Documents/ELC%20Economic%20Development%20Strategy%20and%20Practice/2015%2011%2009%20-%20A%20Boraine%20-%20Partnering%20for%20Development.pdf	Thank you for the lead and the NEC should follow up on it.
39.	Actively finding partnerships that help enhance our purpose.	How is IAIAasa different to registration authorities?	IAIAasa is a voluntary membership association and has a constitution. IAIAasa is not established in law like EAPASA through s24h

			or SACNASP into the Natural Scientific Professionals Act.
40.	IAIAsa attends other organization events and conferences.	Do we??	Yes, IAIAsa attends other organization's events. For example, the Eskom conference, Wetland Indaba, ELA events, and NACA events.
41.	Conclusion and Way Forward	How does the strategy get updated after 2025 (practically)? Who does it? What is the process to be followed?	At the time, the NEC would need to decide on a process.