




MGSLG ORGANISATION STRATEGIC ROADMAP :

Five Year Strategic Roadmap

28 June 2024

CONTENT

- 1 PROJECT CONTEXT AND APPROACH
- 2 JOURNEY TO THE ROADMAP
- 3 CURRENT ORGANISATIONAL GOALS
- 4 NEW STRATEGIC ORGANISATIONAL GOALS
- 5 SETTING THE FOUNDATION FOR GOAL ACHIEVEMENT
- 6 DETAILED BREAKDOWN OF GOALS AND ROADMAP
- 7 PRIORITISATION AND SUGGESTED GOAL IMPLEMENTATION TIMELINE
- 8 FRAMEWORK AND TOOLS USED TO SUPPORT IMPLEMENTATION
- 9 SUGGESTED WORK TO FOLLOW
- 10 APPENDIX

 *Click on number for redirection*

STRATEGIC ROADMAP DELIVERABLE OVERVIEW

There are various elements in the strategic roadmap that the Accenture team has factored in for the final roadmap view for the next 5 years

2024-2029 MGS LG STRATEGIC GOALS EMERGING FROM THE 6-WEEK ENGAGEMENT

There are 5 key goals to be achieved by the MGS LG over the next 5 years which have emerged from the as-is assessment, workshop insights and research. The goal chart follows:

- 1. Internal Ways of Working**
Enhance operational efficiency and productivity through digital transformation and automation, reducing costs and improving service quality.
- 2. Teaching Excellence**
Improve teaching and learning outcomes through innovative pedagogies, digital learning tools, and continuous professional development for faculty.
- 3. National Growth**
Expand the institution's reach and impact across India through strategic partnerships, regional campuses, and outreach programs.
- 4. Financial Sustainability**
Ensure long-term financial health through prudent resource management, diversified revenue streams, and cost optimization.
- 5. Higher Education Institution**
Strengthen the institution's reputation and leadership in higher education through research, innovation, and industry collaborations.

5 strategic goals based on interview insights, workshops and using SMART methodology

CONSIDERATIONS

ORGANISATIONAL VALUE Align initiatives with the institution's core values and strategic objectives to ensure long-term success and stakeholder buy-in.	COLLABORATION Foster strong partnerships with industry, academia, and government to leverage resources and expertise for mutual benefit.	OVERALL TIMELINE Establish a clear timeline and milestones for each initiative, ensuring realistic expectations and regular progress reviews.
ONGOING INITIATIVES Identify and integrate existing initiatives to avoid duplication of efforts and maximize resource utilization.	OPPORTUNITY DRIVERS Leverage emerging trends and opportunities in the higher education sector to drive innovation and growth.	RESOURCE & CAPACITY PLANNING Assess the availability of human, financial, and technological resources to ensure successful implementation.

Key considerations that are factored in when crafting each initiative

Regular cadence at functional level

Process to ensure regular updates and communication across functional levels.

Goals:

- Establish a clear communication structure and reporting lines.
- Define the frequency and format of regular updates.
- Ensure all functional areas are included in the communication process.

Steps:

- Identify key functional areas and their representatives.
- Develop a communication plan with defined goals and objectives.
- Implement the communication process and monitor progress.
- Review and refine the process based on feedback and changing needs.

Benefits:

- Improved transparency and accountability.
- Enhanced collaboration and cross-functional understanding.
- Timely identification and resolution of issues.
- Increased efficiency and productivity.

Initiative one pagers detailing key components of the initiative, such as tools needed, benefits and any key factors for implementation.

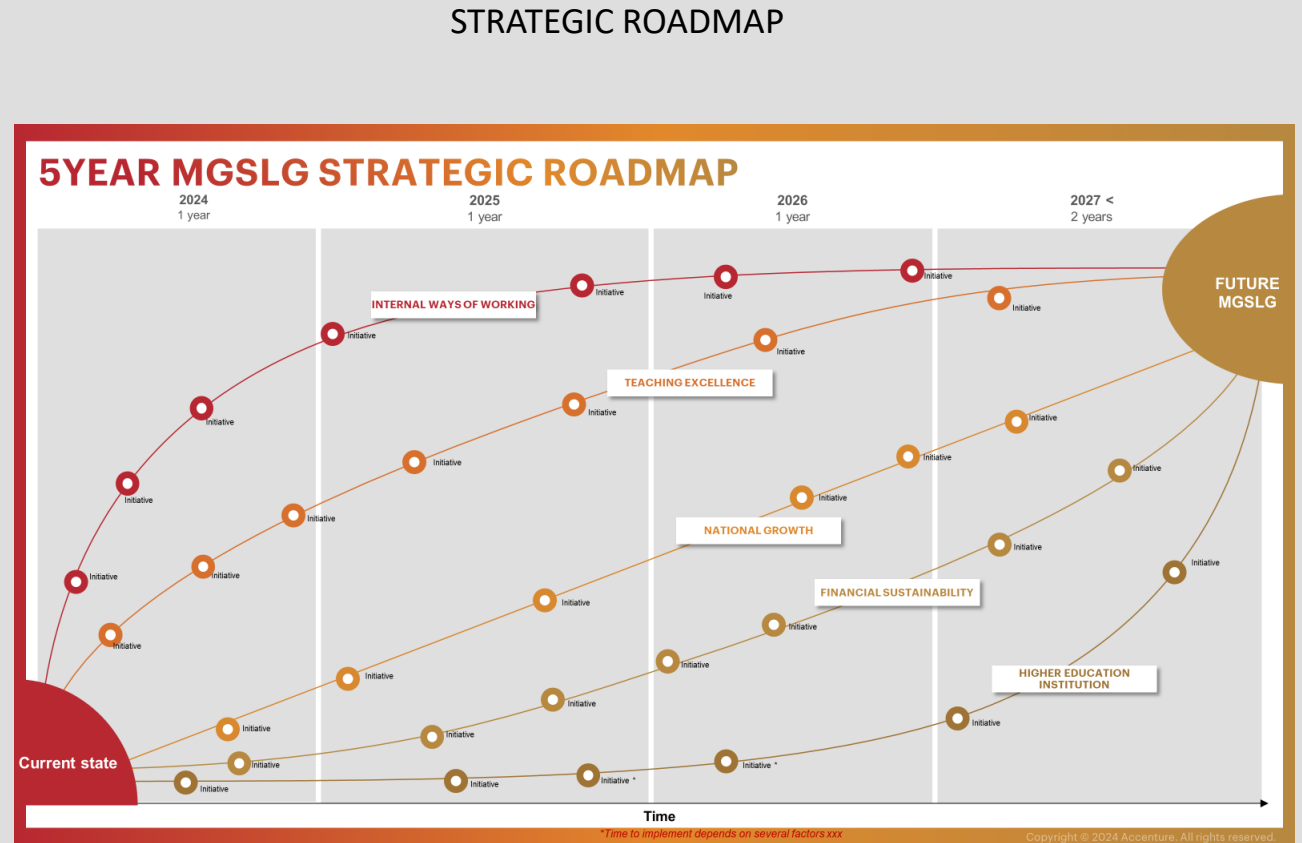
PRIORITISATION FRAMEWORK

Identified priorities are ordered in a logical sequence for implementation of the goals considering factors like value to business, effort, cost, complexity and resources.

Complexity: (Increases (purple and orange) effort, time/expense of/with/being)

Value/Benefit: (Increases (green and blue) effort, time/expense of/with/being)

Prioritisation framework which helped guide the team on which initiative should take place when.



The roadmap is broken into 5 streams; these streams are representative of the main goals crafted. There are then initiatives for each goal spread across the five years in order of their prioritisation.

ABBREVIATIONS

ABBREVIATIONS	MEANING
MGSLG	Matthew Goniwe School of Leadership and Governance
ICT	Information Communication Technology
GDE	Gauteng Department of Education
M&E	Monitoring and Evaluation
HEI	Higher Education Institute
ECD	Early Childhood Development
GBV	Gender Based Violences
IT	Information Technology
AR/VR	Augmented Reality and Virtual Reality
SGB	School Governing Bodies
GET	General Education and Training
FET	Further Education and Training
HET	Higher Education and Training
MS	Microsoft
SOP	Standard Operating Procedure
M&E	Monitoring and Evaluation
PMO	Project Management Office

ABBREVIATIONS	MEANING
QA	Quality Assurance
LMS	Learning Management System
SDM	Service Delivery Model
EXCO	Executive Committee
MANCO	Management Committee
CXO	Chief (X - executive position) Officer
PBO	Public Benefit Organisation
NGO	Non-Government Organisation
NPO	Non-Profit Organisation
KPI	Key Performance Indicator
DRM	Digital Rights Management
QCTO	Quality Council for Trades and Occupation
DoE	Department of Education



1.

PROJECT CONTEXT AND APPROACH

PROJECT CONTEXT

GIFT TO SOLVE

MGSLG envisions to leverage the organisation's core strengths and ambitions to develop a strategy that drives the organisation to a sustainable growth.

Their core strengths lies in the provision of wide variety of leadership, governance, and teacher development programmes, providing modernized methods of programme delivery, and impact measurement to drive their growth. They are on a strategic journey to reposition themselves into a higher education institution.

PROJECT TEAM

ADP Oversight



Shiksha Benimadho

Senior Manager
ADP Africa Lead

Project Delivery Team



Farai Ntuli

Manager



Faith Ngobese

Senior Analyst



Apeksha Chaudhari

Analyst

AIM OF THE PROJECT

Accenture Development Partnerships will support MGSLG leadership in aligning on their organisational strategic vision, offerings and capabilities, and the funding model by facilitating workshops and developing a five-year strategic roadmap.

OBJECTIVES OF THE PROJECT

1.

Provide a clear AS-IS current state view on MGSLG

2.

Conduct and facilitate Workshops with stakeholders that will foster discussions on the future of MGSLG

3.

Consolidation and analysis of insights gathered from workshops

4.

Mapping out a strategic 5-year roadmap of all initiatives that MGSLG can undertake

HIGH LEVEL PROJECT APPROACH

1

PHASE 1:
Discover
2 weeks

Objective:

1. Engage stakeholders and evaluate current state and desired growth priorities
2. Review existing documentations (Annual Report, etc.)
3. Communicate goals and seek input from internal and external stakeholders
4. Co-develop list of prioritized workshop participants
5. Schedule Workshops and workshop preparation

Milestones and deliverables:

- Inception Report
- Project Plan and Discovery Working Session
 - Workshop Schedule
- Current State Assessment (Identify current state and desired growth opportunities)

2

PHASE 2:
Workshops
2 weeks

Objective:

1. Plan, deliver, and analyse workshops
2. Executed a series of workshops with prioritized participants to facilitate alignment on MGSLG's vision, thematic focus, funding model, and strategic initiatives
3. Preliminary workshop analysis

Milestones and deliverables:

- Vision Prioritization Workshop
- Offerings & Capabilities Workshop
 - Funding Model Workshop
 - Board Workshop

3

PHASE 3:
Roadmap
2 weeks

Objective:

1. Develop high-level strategic roadmap
2. Consolidate workshop Insights and recommendations
3. Feedback and co-create Strategic Roadmap
4. Draft a 5 Year Strategic Roadmap

Milestones and deliverables:

- Workshop Insights and Recommendations Report
- Consolidated Feedback Working Session Report
 - 5 Year Strategic Roadmap



2.

JOURNEY TO THE ROADMAP

JOURNEY TO THE ORGANISATIONAL STRATEGIC ROADMAP

Over the last 6 weeks, the Accenture team journeyed through various phases to ensure that they build out the best fit strategic roadmap for the next 5 years for the MGSLG

DESKTOP RESEARCH

Secondary research was conducted by the team to get the lay of the land with regards to education globally and nationally.



PARTICIPANT WORKSHOPS

A series of workshops were conducted over 2 weeks. This comprised of 3 workshops covering vision, offerings and capabilities, and funding model. A 4th workshop was conducted to present feedback to the MGSLG board



The Accenture team began their journey by going through all internal documents provided by MGSLG. This provided the team with a greater understanding of what has been done, what is required and lastly progress made over the years.

In order to better understand and gain a view on the perception of key stakeholders, interviews were conducted with 10 key stakeholders identified from various parts of the organisation

The Accenture team compiled all insights received from all the key areas of the project and consolidated into obtainable goals and the initiatives needed to get there.

INTERNAL DOCUMENT REVIEW

INTERNAL STAKEHOLDER INTERVIEWS

STRATEGIC ROADMAP

BLENDING APPROACH USED TO DEVELOP MGSLG'S ROADMAP

INTERNAL STAKEHOLDER
INTERVIEWS

WORKSHOP
INSIGHTS

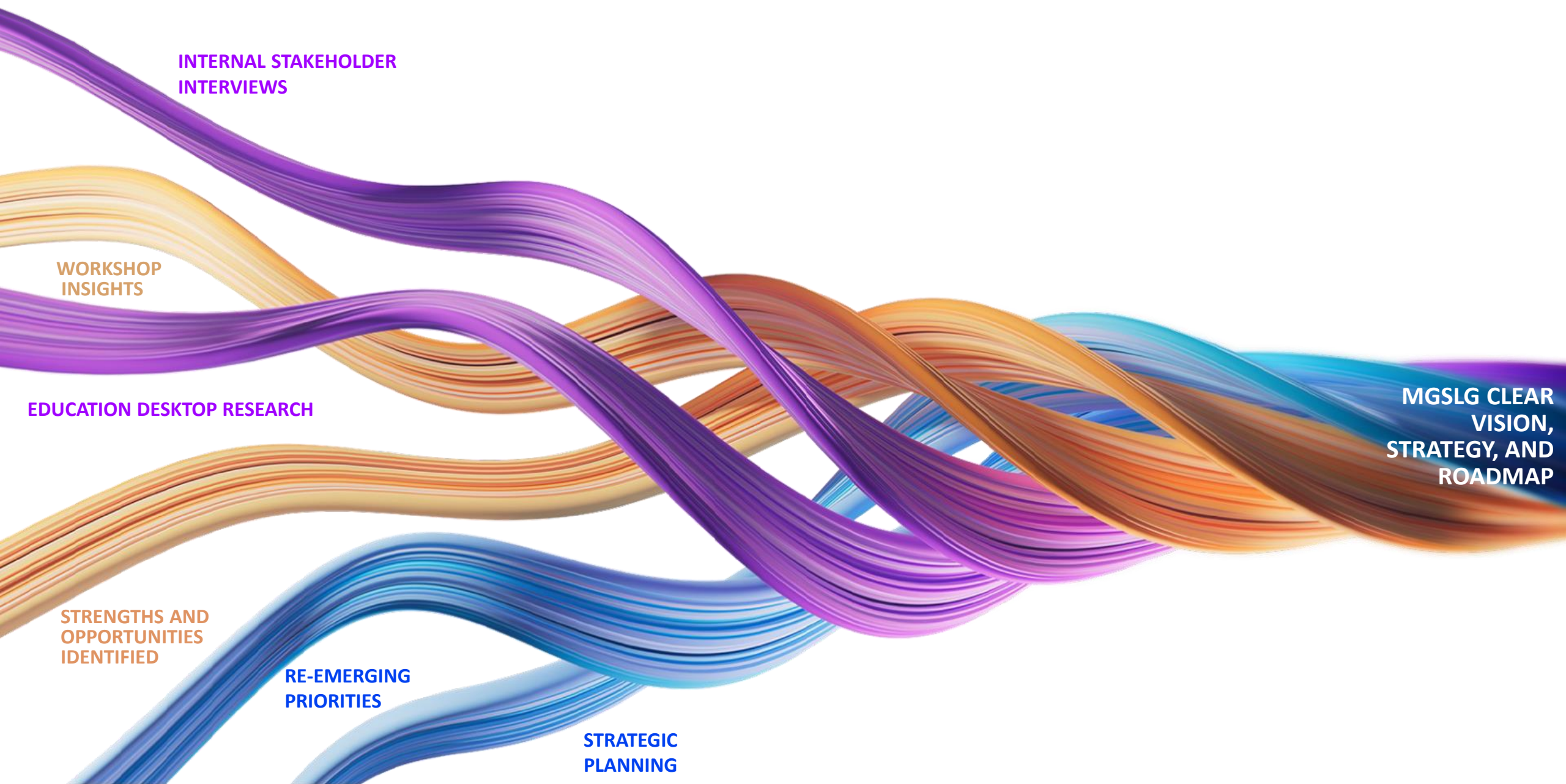
EDUCATION DESKTOP RESEARCH

STRENGTHS AND
OPPORTUNITIES
IDENTIFIED

RE-EMERGING
PRIORITIES

STRATEGIC
PLANNING

MGSLG CLEAR
VISION,
STRATEGY, AND
ROADMAP



REALISING PLANNED GOALS

To realise and implement planned strategies and achieve organisational transformation, organisations must articulate value and report regularly on strategy execution

Common Challenges in strategy implementation and organisational transformation

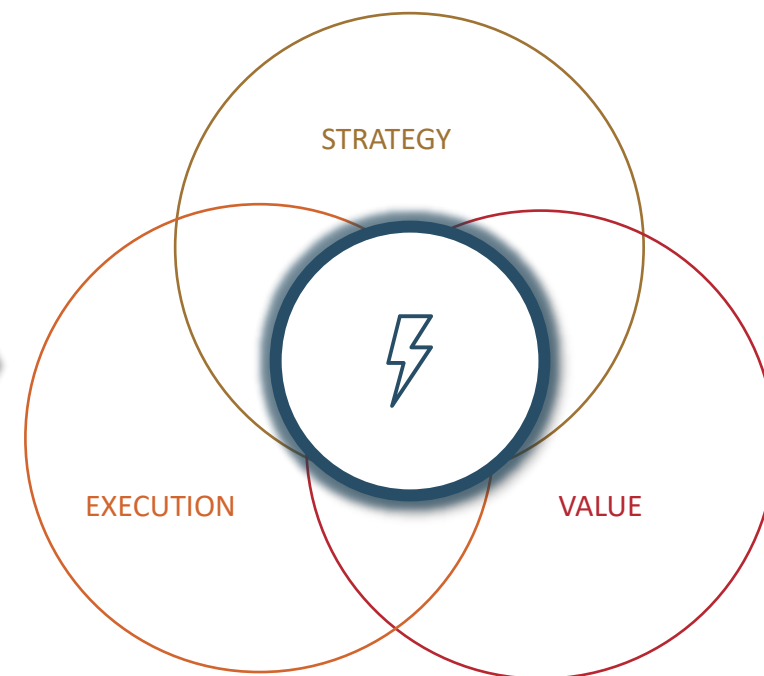
Articulating what constitutes value and how it is planned to be realised

- Organisational goals and objectives are not fully clear, implementable, time-bound, transparent and/or shared within an organisation
- Misalignment between priorities of each function and overall organisational priorities
- No visibility on progress made on implementation update of the goals and objectives, wins and challenges within each function and shared with overall organisation
- Priorities are not ranked/prioritised/on different parameters

Measuring and reporting value and progress transparently

- No clear governance to monitor value realisation
- Metrics to measure success are not clearly defined and shared within the organisation
- Lack of process to monitor progress and evaluate success measures
- Lack of process to identify implementation challenges and address pain-points to push achievement of set metrics
- Absence of stringent quality assurance systems and processes to track quality of programme implementation

Successful realisation of planned goals lies at the intersection of Strategy, Execution, and Value





3.

OLD STRATEGIC GOALS

2021 – 2024 MGSLG STRATEGIC GOALS AND OBJECTIVES

MGSLG's Corporate Strategic Plan 2021-24 defines three goals, each with five key objectives associated with it. The aim was to achieve a solid balance between effectiveness in the current state and transitioning the organisation to a national-level HEI. **However, the goals are broad and not aligned to SMART (Specific, Measurable, Achievable, Relevant, Time-bound) parameters.**

GOAL 1 : Excellence In Teaching And Learning

- I. Provide quality teaching and learning programmes that respond to our clients' strategies and needs.
- II. Teacher Development Strategy that guides programme delivery and ensures we meet the needs of educators.
- III. E-learning Strategy that propels MGSLG to 21st Century and beyond teaching practices.
- IV. Monitoring and Evaluation Framework that will assess our programmes for impact and improvement.
- V. Provide Quality and Impactful Programmes that meet society's needs beyond the education sector.

GOAL 2 : Growth And Expansion For Sustainability

- I. Promote Institution Nationalisation and Internationalization
- II. Foster Strategic Programme Delivery Partnerships
- III. Core Business Optimization and Product Development Portfolio
- IV. Diverse Revenue Streams & Growth /Expansion into New Markets
- V. Cost Optimisation

STRATEGIC GOALS AND OBJECTIVES 2021-2024

GOAL 3 : Creation Of Global And Relevant Higher Education Institution

- I. Institution Accreditation as a Higher Education Institution
- II. Development of Formal and Relevant Qualifications
- III. Create a hub for dissemination of information and Professional Learning Communities
- IV. Foster Collaborative Partnerships in Research
- V. Develop a research strategy that supports and develops institutional research capacity

HIGHLIGHTING MGSLG's "JOB WELL DONE"

While embarking on the transformational journey of MGSLG, it is important to acknowledge and not lose sight of where MGSLG has done exceptional work

Providing adequate interventions

On numerous occasions, MGSLG has been able to provide support to beneficiary schools beyond what is stipulated in service level agreements, thereby providing solutions to critical challenges

Executing of programmes timeously

MGSLG executes all programmes as per contractual commitments and timeously

Speedy turnaround on deadlines

MGSLG has been responsive to requests and deliverables from the Gauteng Department of Education and Department of Basic Education in short turnaround time

STRATEGY IMPLEMENTATION SUMMARY 2023 (1/3)

The below implementation update is based on the strategy review that was conducted by Equilibrium Consulting in April 2023, and takes into account recent updates provided in March 2024 by MGSLG staff

- Done
- Ongoing
- Incomplete
- Feedback received

	STRATEGIC OBJECTIVES	IMPLEMENTATION UPDATE	STATUS
GOAL 1 EXCELLENCE IN TEACHING AND LEARNING	Provide quality teaching and learning programmes that respond to our clients' strategies and needs	<ul style="list-style-type: none"> • Programme Reviews – 17 programmes have been reviewed institution wide thus far • A preliminary programmes assessment has been conducted; the analytical evaluation is an ongoing process embedded in the programme reviews taking place • The reviews are informed by objective to standardise all programmes and materials in accordance with the reviewed institutional and regulatory frameworks 	●
	Teacher Development Strategy that guides programme delivery and ensures we meet the needs of educators	<ul style="list-style-type: none"> • MGSLG's Teacher development strategy is aligned to both the DBE and GDE strategies. All the training programmes are informed by the needs analysis that is conducted prior to training in order to provide the "Just in time" training and response. • The implementation of the framework has improved the quality of our programmes content, facilitation and delivery. The impact thereof is evident in the improved classroom practice. 	●
	E-learning Strategy that propels MGSLG to 21st Century and beyond teaching practices	<ul style="list-style-type: none"> • Consolidated plan on programmes delivery, to e-learning systems and ICT Infrastructure taking place. • ICT and eLearning Strategy developed • The setting up of a Learning Materials Development Unit has improved learning products and efficiency in delivering e-Learning programmes. • Five-year strategic plan FY2020-2024 for ICT programmes implemented. • MGSLG has a competitive advantage in its proximity and influence in DBE and GDE. • Commercial benefit has not yet been achieved pending the development of a payment gate and enrolment of private students. 	●
	Monitoring and Evaluation Framework that will assess our programmes for impact and improvement	<ul style="list-style-type: none"> • MGSLG has updated its M&E Framework to align it to the GDE Monitoring and Evaluation Framework which will assist MGSLG to monitor and evaluate the impact of all its programmes from planning. 	●
	Provide Quality and Impactful Programmes that meet society's needs beyond the education sector.	<ul style="list-style-type: none"> • Market Education Research study has been completed. Whereby the Findings indicate a market for MGSLG to venture into the Early Childhood Development Programmes. These programmes should consider the levels of Education of the existing practitioners in Privately owned ECD Centres. The MGSLG has further got QCTO Accreditation/Training for two Programmes. 	●

STRATEGY IMPLEMENTATION SUMMARY 2023 (2/3)

The below implementation update is based on the strategy review that was conducted by Equilibrium Consulting in April 2023, and takes into account recent updates provided in March 2024 by MGSLG staff

● Done
● Ongoing
● Incomplete
Feedback received

	STRATEGIC OBJECTIVES	IMPLEMENTATION UPDATE	STATUS
GOAL 2 GROWTH AND EXPANSION FOR SUSTAINABILITY	Promote Institution Nationalisation and Internationalization (benchmarking)	<ul style="list-style-type: none"> Engagements have been started with the following provinces: - Limpopo - Eastern Cape. International Partnerships with: - UNESCO – Microsoft. Benchmarking Study recommendations not yet implemented. 	●
	Foster Strategic Programme Delivery Partnerships	<ul style="list-style-type: none"> Developed and established strategic collaboration that are at different levels of advancement in all 9 Provinces. The choice of tenders and bid initiatives give us leverage to currently conduct training and related work in all provinces except Free State and Northern Cape. 	●
	Core Business Optimization and Product Development Portfolio	<ul style="list-style-type: none"> Dependent on programme reviews completion and Market research. There needs to be a Business Optimisation Strategy to inform product development per client. Various partnership have been initiated and signed which maybe categorized into: - Capital Partnerships and - Non-Capital partnerships - Hybrid or Combinations Formations Based on the EMR data analysis of the current Program Offering, the Business Optimisation Strategy is being finalized per product , market & clients. 	●
	Diverse Revenue Streams & Growth /Expansion into New Markets (Product and Customers)	<ul style="list-style-type: none"> Revenue generation initiatives and processes are continuous to date tenders/ bids have been submitted for various tenders on the current MGSLG Programmes to the total value of R70million. Various Capital based Joint Ventures (JV) s are currently being piloted as well as testing the profitability based on the proposed fee sharing formula. 	●
	Cost Optimisation Strategy	<ul style="list-style-type: none"> The strategy has been developed and its implementation is ongoing. The impact of covid-19 on the economy may have slowed down progress on several fronts, but the strategy is still on course. The successful implementation of the strategy relies on a concerted effort by all to ensure that the pillars of the strategy find expression in our work. 	●

RE-EMERGING PRIORITIES

Through the activities of the strategic roadmap journey including interviews and workshops, it became apparent there are numerous goals and objectives that have re-emerged as critical initiatives for the new 5-year strategic roadmap.

GOAL 1 :

Excellence in Teaching and Learning

Quality Assurance for programme design, implementation, and evaluation

Programme Impact Evaluation

E-learning strategy implementation

Interactive e-learning content development

Monitoring and Evaluation tools and processes

Diversified sources of funding

GOAL 2 :

Growth And Expansion For Sustainability

Expansion in other provinces of South Africa

Re-packaging of programme offerings, re-design, and total improvement of material including accreditation thereof

Monitoring and Evaluation tools and processes

Diversified sources of funding

GOAL 3 :

Creation Of Global And Relevant Higher Education Institution

Accreditation as Higher Education Institution

Partner with funders, researchers, technology service providers, etc. that will help to transition into an HEI

SUMMARISED SWOT ANALYSIS

● From MGSLG documentation

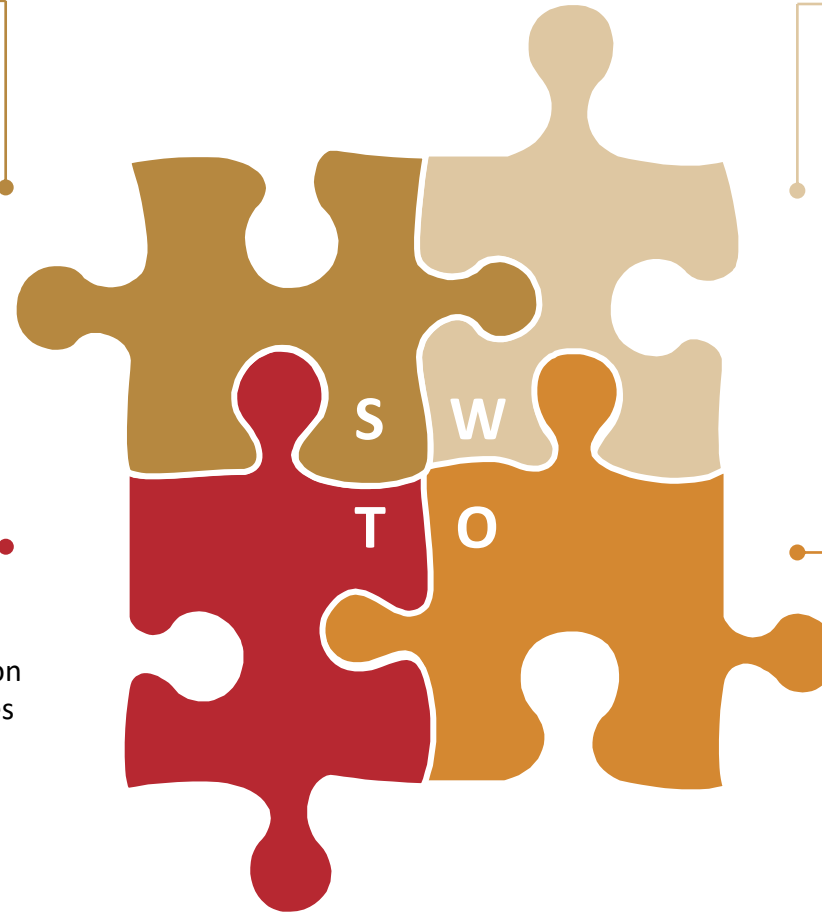
● From Discover and Workshop phases of project

Strengths

- A unique organisation as the preferred provider of the GDE
- Engaged and committed leadership
- HR policies in place
- Highly qualified and experienced staff
- Considered employer of choice
- Good and timely reporting to GDE
- Low staff turnover

Threats

- Reduced government funding
- Political and social instability, water and electricity shortages, uncertainty in terms of political transition
- Competition from institutes offering similar services
- Rapid technology change
- Loss of Intellectual Property Rights on training materials
- Reduced donor funding
- Uncertainty in the phase of transition
- Constantly evolving processes
- Regulatory landscape in the education sector
- MGSLG faces immediate political risk with every end of political term as it brings uncertainty
-



Weaknesses

- Lack of automated and integrated systems
- Lack of automated programmes
- Lack of impact assessment tools
- No guaranteed funding
- Lack of communication of MGSLG brand
- Lack of research capacity
- Addition of programmes without extra funding
- Lack of online programme offerings

Opportunities

- Leverage integration of ICT in core functions
- Millennials entering the world of work present opportunities of new ideas and perspectives
- Leverage the business development and research departments
- Innovating in learning and education
- Blended learning presenting opportunities for alternative models of delivering learning
- Offering of HEI and accredited programmes, research projects
- Hosting of conferences and seminars
- Partnerships with regional and international education institutes and bodies
- Review, re-design, and total improvement of materials including accreditation

SUMMARISED PESTEL ANALYSIS



From MGSLG
documentation



From Discover and Workshop phases
of project

POLITICAL

1. Instability

- Consideration of the political and democratic progression, instabilities, and events are key to the sustainability of MGSLG. This must also be considered in the context of the repositioning agenda taking into consideration the GDE priorities in the next administration.
- There is a need to approach the issue of sustainability legally, operationally and competitively that starts to guarantee economic sustainability, beyond the political landscapes.
- Political mandate to reposition not accompanied by designated budget.

2. Stakeholder Engagement

- Engagement with the current MEC as well as support of the Minister of Higher Education in the context of repositioning

3. Funding Opportunities

- Political decisions regarding budget allocations for education and non-profit support programs can affect the availability of funding for MGSLG

ECONOMIC

1. Education Funds

- Budget cuts across ministries, including education has affected the budget allocation to MGSLG
- Negative effect of loadshedding on the education sector, affecting the efficiency and delivery of services. This significantly impacts the strategy of delivering programmes in hybrid method.
- Limitations in the desirable goal of the repositioning MGSLG due to funds available being allocated mainly for current educational programmes.

2. Inflation

- Inflation and the rising cost of living continues to affect the budgets for the MGSLG
- Cost of doing business

SOCIAL

1. High Levels of Unemployment

- Covid-19 pandemic caused job losses and instability in the employment landscape.
- Mismatch between the skills demanded by the labor market and those possessed by the workforce
- Labor market is characterized by rigidities, including strict labor regulations, high minimum wage requirements, and difficulty in dismissing employees.

2. Education Sector

- Lack of effective education and learning in the public education sector
- Pandemic caused accelerated shift to digital learning technologies

3. Demographics

- Increase in population and migration in South Africa causes more demand for services in education sector

4. Water and Electricity Shortages

SUMMARISED PESTEL ANALYSIS



From MGSLG
documentation



From Discover and Workshop phases
of project

TECHNOLOGICAL

1. Information Technology

- Cost of IT remains high and poses a threat for delivery of a blended delivery model
- Educators face adoption challenges in accessing and using new IT systems, hardware and teaching methods.
- Changes to standards and equipment coupled with red tape in government procurement result in available computer software and hardware being outdated and not adaptable enough to the changing technological landscape
- Viruses, malware, and illegal activity on the internet poses a threat to MGSLG's efficient use of IT in programming
- Advances in technology, such as online learning platforms and educational apps, present both opportunities and challenges for MGSLG to enhance their programs and reach a broader audience.

ENVIRONMENTAL

1. Sustainability Practices

- Increasing awareness of environmental issues may influence stakeholders' expectations for sustainability practices within MGSLG, including energy efficiency, sustainable operating methods, and environmental education initiatives.

2. Climate Change Impacts:

- Extreme weather events and environmental degradation can disrupt educational activities, particularly in vulnerable regions, necessitating adaptation and resilience-building efforts

LEGAL

1. Compliance with Legislation

- New legislation may create risks of non-compliance with the law and create new administrative burdens e.g. changing labour laws and changes to child protection legislation

2. Contractual Agreements

- Legally sound agreements is a mandate when forming partnerships with respect to technology service providers and funders.

3. Intellectual Property Rights

- Adherence to copyright laws when reproducing and distributing materials and owning intellectual property rights for original work need in-depth understanding of legalities and governing procedures.

4. Financial Reporting and Tax compliance

- Compliance with tax laws and regulations is complex for an HEI, and MGSLG would need thorough reporting and financial compliance to adhere to these requirements.

4.

NEW VISION AND ORGANISATIONAL STRATEGIC GOALS

OLD VS NEW VISION FOR MGSLG

OLD:

Current MGSLG vision statement

**TO BE THE LEADING, INNOVATIVE AND
PROFESSIONAL DEVELOPMENT
INSTITUTE IN SOUTH AFRICA AND
BEYOND**

**TRANSITION TO
A
FUTURE-FIT
VISION**

NEW:

New MGSLG vision statement

**TO BE A LEADING INNOVATIVE
TRAINING AND PROFESSIONAL
DEVELOPMENT INSTITUTE IN
EDUCATION, GLOBALLY RECOGNISED
FOR EXCELLENCE IN SCHOOL
PERFORMANCE.**

*Most voted for vision from the
two proposed options (including
board workshop inputs)*

DESIRED DIRECTION FOR MGSLG's VISION

In discussions with workshop participants, there were shared views on the direction in which they would like the organisation to take in contrast to where the organisation is now

FROM



Trainings delivered mainly physically



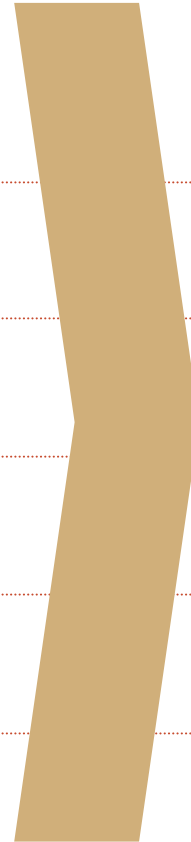
Siloed and inefficient ways of working



Multiple fragmented systems and analogue ways of working



Limited focus on one province



TO

Leveraging future fit technology (4IR and AI) to deliver work efficiently

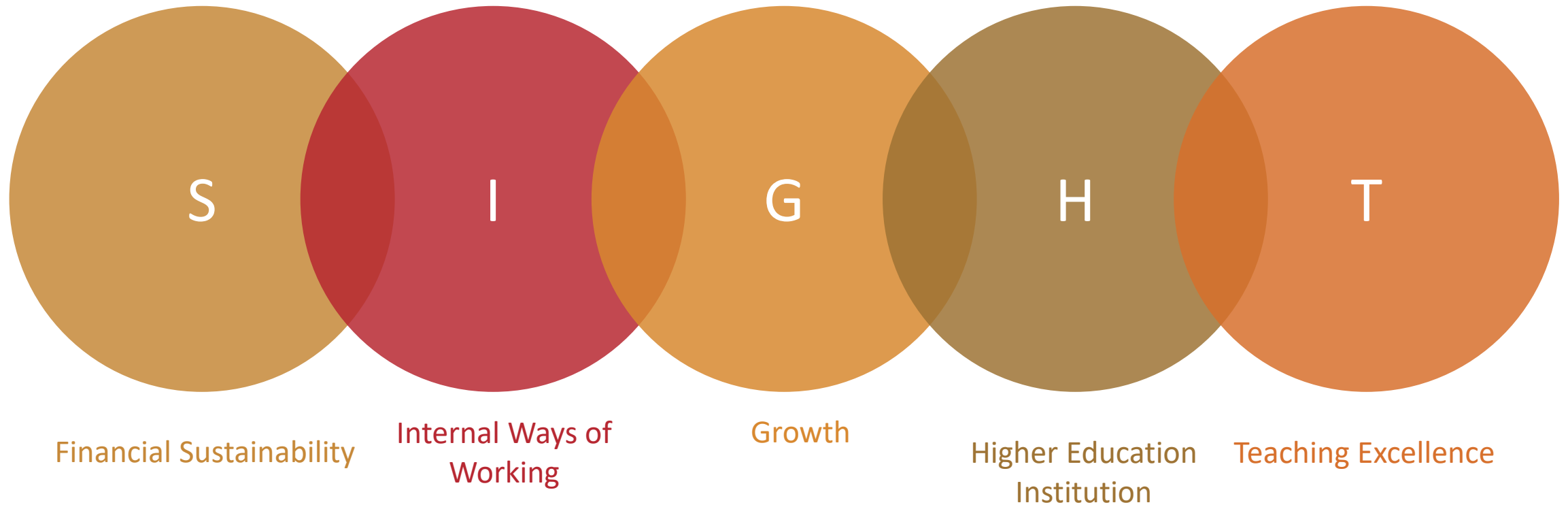
Defined ways of working and cross-collaboration

Harmonised and consolidated systems strategy

Diversified operations across different provinces

REMEMBERING THE GOALS

Acronym “SIGHT” facilitates memory and easy recall of MGSLG’s new organisational goals for 2024-2029



SIGHT represents MSGLG’S vision, foresight, and envisioned success for pursuing the five set goals in the next five years.

2024-2029 MGSLG STRATEGIC GOALS EMERGING FROM THE 6-WEEK ENGAGEMENT

There are 5 key goals to be achieved by the MGSLG over the next 5 years which have emerged from the as-is assessment, internal stakeholder interviews, workshop insights, and research. The goals are as follows:

1. Financial Sustainability

Sustainable financial model through diversified revenue streams by intentionally targeting funders, driving fruitful partnerships and strategic marketing for expansion into a broader customer base resulting in increased of organisational income

2. Internal Ways of Working

Enhanced organisational culture for **collaborative and elevated internal ways of working** within the first year of transformation, by implementing efficient systems and processes, and a robust service delivery model across all functions of the organisation leveraging technology

3. National Growth

Growth and Expansion for recognition through **inter-provisional distribution of re-packaged programme offerings** to other Provincial Departments and establishing strong partnerships for wider reach and impact resulting in increased visibility

4. Higher Education Institution

MGSLG as an accredited, nationally and continentally recognised Higher Education Institution by enhancing research and thought leadership capabilities to position the organisation as a pioneering force in the education sector

5. Teaching Excellence

Excellence in Teaching and Learning through offering quality programming responsive to the educational needs in South Africa, embedded with world-class technology, while ensuring consistent monitoring and evaluation of outcomes

GOAL DEEP DIVES (1/2)

Goal	SMART Enabled				
	Specific	Measurable	Achievable	Relevant	Time-bound
<p>Goal 1 : Financial Sustainability</p> <p>Sustainable financial model through diversified revenue streams by intentionally targeting funders, driving fruitful partnerships and strategic marketing for expansion into a broader customer base resulting in increased of organisational income</p>	<p>“Diversified revenue streams by intentionally targeting funders, driving fruitful partnerships and strategic marketing”: Goal specifies the manner in which the organisation can become financially independent</p>	<p>Goal can be measured through the additional revenue streams that are established, marketing reach statistics and overall yearly income statements</p>	<p>This goal is achievable as there are number of potential partners that have been identified and numerous ways for diverse funding discussed during the funding model workshop</p>	<p>Goal is relevant as it builds on the organisation’s current strategic goals</p>	<p>Goal is time bound to the next 5 years as per the new organisational strategic roadmap</p>
<p>Goal 2: Internal Ways of Working</p> <p>Enhanced organisational culture for collaborative and elevated internal ways of working within first year of transformation, by implementing efficient systems and processes, and a robust service delivery model across all functions of the organisation leveraging technology</p>	<p>“Collaborative and elevated internal ways of working”: Goal must look specifically at encouraging teams to work together and also have an agreed upon approach to working for MGSLG</p>	<p>“by implementing efficient systems and processes, and a robust service delivery model across all functions”: Goal can be measured by each function that has implemented enhanced organisational culture</p>	<p>This goal is achievable as all the required means are already in the organisation such as - people, regular meetings, and overall professionalism</p>	<p>Goal is relevant as it is tied to organisational values and themes emerging from the workshop insights</p>	<p>“First year of transformation”: Goal is time bound to the first year of strategic transformation (2024)</p>
<p>Goal 3: Growth</p> <p>Growth and Expansion for recognition through inter-provisional distribution of re-packaged programme offerings to other Provincial Departments and establishing strong partnerships for wider reach and impact resulting in increased visibility</p>	<p>“Distribution of re-packaged programme to other Provincial Departments”: Goal is specific on who are the target audience/ consumer of the re-packed programmes</p>	<p>Goal can be measured through number of provinces reached, partnerships established, and new markets engaged</p>	<p>This goal is achievable as the current programming is currently implemented in Gauteng, and what is required is to repackage and tailor the programming to the target provinces</p>	<p>Goal is relevant as there is an opportunity for the institute to expand to other provinces and provincial expansion is a current organisational goal for MGSLG</p>	<p>Goal is time bound to the next 5 years as per the new organisational strategic roadmap</p>

GOAL DEEP DIVES (2/2)

Goal	SMART Enabled				
	Specific	Measurable	Achievable	Relevant	Time-bound
<p>Goal 4: Higher Education Institution</p> <p>MGSLG as an accredited, nationally and continentally recognised Higher Education Institution by enhancing research and thought leadership capabilities to position the organisation as a pioneering force in the education sector</p>	<p>“Accredited, nationally and continentally recognised Higher Education Institution”: Goal can be accomplished through acquiring the necessary accreditations – both nationally and continentally</p>	<p>Goal can be measured through the accreditation of the MGSLG as an HEI and research/thought leadership references gain from MGSLG material</p>	<p>This goal is achievable as it will be leveraging the strong foundational programming to venture into Higher Education</p>	<p>Goal is relevant as it builds on the organisation’s current strategic goals</p>	<p>Goal is time bound to the next 5 years as per the new organisational strategic roadmap</p>
<p>Goal 5: Teaching Excellence</p> <p>Excellence in Teaching and Learning through offering quality programming responsive to the educational needs in South Africa, embedded with world-class technology, while ensuring consistent monitoring and evaluation of outcomes</p>	<p>“Offering quality programming responsive to the educational needs in South Africa” : The goal is specific as it focuses on programmes that are high quality and responsive to educational needs in the country</p>	<p>“while ensuring consistent monitoring and evaluation of outcomes” : This goal can be measured through monitoring and evaluation frameworks for programmatic assessments</p>	<p>This goal is achievable as teaching and learning programmes are key to the core offerings and capabilities of MGSLG. Moreover, the institute has an ICT function to support “embedding world class technology”</p>	<p>Goal is relevant as it builds on current organisational goals as well as organisational offerings</p>	<p>Goal is time bound to the next 5 years as per the new organisational strategic roadmap</p>