MATTHEW GONIWE SCHOOL OF LEADERSHIP AND GOVERNANCE

STRATEGY REVIEW WORKSHOP REPORT

30 MARCH 2018

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PART A: INTRODUCTION

Purpose of the Workshop

The purpose of the MGSLG Strategy Review workshop was to evaluate the current strategic plan, with emphasis on reviewing the current operational environment and 2015-2020 strategic focus areas. Overall, the workshop strengthened the group's commitment to achieving the set goals. The workshop started with a high-level overview of the current strategy and the implementation status. The workshop also emphasized on the leadership's role in strategy implementation to ensure commitment and realistic expectations from the group in order to achieve whatever goals are set for that specific period.

Pre- workshop Situational Assessment

Prior to the workshop, Equilibrium had a meeting with the Management of MGSLG and some of the Board Members to understand the scope of the strategy review workshop and appreciate the current status with regards to the implementation of the Strategic Plan. The pre-workshop assessment comprised of a meeting with the Management and review of pertinent documentation. It was apparent that the monitoring and reporting mechanism on the implementation of the strategy was one of the major concerns. The issue of aligning the human resources strategy to the organisational strategy was also another eminent concern. A summary of the findings from the situational assessment is as follows:

Table 1: Situational Assessment

Issue	Description
Monitoring & Reporting	Lack of a monitoring and reporting mechanism on the implementation of the strategy impacted on implementation as it became difficult to track progress.
Human Resources Strategy	The organisational structure was not amended to align to the strategy. There was also a concern that MGSLG did not have the requisite skills and expertise within the organisation to deliver on the strategy.
Stakeholder Management	There was a narrow approach to the stakeholders of MGSLG, focusing mainly on the GDE but without looking at fully utilising the relationship with other stakeholders such as SGBs and Teachers' Unions.

Issue	Description
Funding	The major concern was that the current funding model did not support the strategy and unless there is an intervention, MGSLG would not be able to implement the strategy

Foundations

The introduction of our approach to the strategy review facilitation served to ensure the group's buy-in and understanding of the applied methodology. As such, the group engaged in activities that predominately focused on reviewing the current organisation strategy to better understand and appreciate the operating environment, impediments to the strategy implementation and enable the group to develop a follow–up action plan that will ensure success in achievement of the established strategic goals.

Concerns

Throughout the strategy review facilitation, Equilibrium allowed the participants to be open on their concerns with the Strategic Plan and organisation environment. The following is a summary of the concerns raised by the participants during the workshop:

Table 2: Strategy Concerns

Issue	Description
Communication of the Strategy	It was the concern of most of the members of the OpCo, that the Strategic Plan was not properly communicated to all members and therefore there was no buy-in on the Strategic Plan.
Organisational Structure	The organisational structure has not been amended in line with the Strategic Plan and therefore it was observed that the current organisational structure did not support the strategy adequately.
Lack of Cohesion	It was highlighted that the various departments were working in SILOs and this meant that cohesion is lacking in the organisation thus impacting on the successful implementation of the strategy.
Leadership	The uncertainty caused by the changes in the organisation's leadership, particularly the office of the CEO in the past year has negatively impacted the implementation of the strategy.
Implementation Plan	Lack of a strategy implementation plan and performance management has made it difficult to track and report on progress.
Organisation Legal Person	The current status of the MGSGL's legal persona was discussed and the nature of the founding documents (MOU) were

	considered. This has, amongst other things, impeded the finalisation and lodgement of the Memorandum of Incorporation with the Registrar of Companies. Clarity needs to be found as to the constitution of the organisation, and relationship to stakeholders defined.

Implementation Progress

It was reported that progress had been made, especially on the core delivery programmes, in terms of the KPIs set in terms of the Strategic Plan 2020. The lack of an implementation and monitoring mechanism has however made it difficult to monitor the implementation progress organisation wide. The following is a summary of the research done in terms of the Strategic Plan.

Table 3: Strategy Implementation Progress

Research	Area of Focus	Responsible Person/Department
E-Readiness and ICT integration implementation analysis of schools	ICT	Teacher development (in partnership with Wits Commercial Enterprise)
The Emergence of Teacher Champions from a 5-day ICT training Programme	ICT	Teacher Development
Evaluation Report: Diploma in Grade R teaching programme at NQF level 6 in Gauteng Province	ECD	Teacher Development
Diversity Management Model to intervene in Schools	Diversity/ racism	Leadership & Management

Assessing Performance Against Strategy

- **What were the goals?**
- **How did we perform against those goals in 2017? Perhaps you should should refer to the Annual Report in this regard?**

What we said we would do in 2017	What we did in 2017	What we plan to do in 2018	Plans beyond 2018

[Insert Goals here]			

PART B: STRATEGIC OVERVIEW

1.　VISION

The vision of the MGLSG remains unchanged as follows:

"To be the Leading Development Institute in the Education Sector"

The definition of the vision as contained in the Strategic Plan 2020 still applies.

2.　MISSION

The mission of the MGSLG remains unchanged as follows:

"MGSLG provides quality development learning programmes in the education sector, measured against the best in class providers nationally and internationally using a blended approach, to enable quality teaching and learning."

The Organisation purpose in the MOU and this Mission need to be aligned at board level.

3.　VALUES

The values as contained in the Strategic Plan 2020 remains unchanged as follows:

- Ubuntu

- Professionalism

- Accountability

- Collaborative

- Efficiency

- Innovation

- Integrity

The statement on living the MGSLG values as contained in the Strategic Plan 2020 remains applicable.

3.1. PERFORMANCE ENVIRONMENT

The workshop, through group exercises, looked at the MGSLG operational environment using the PESTEL and SWOT Analysis in order to establish the factors to be taken into account when reviewing the MGSLG strategic plan.

3.1.1. The Macro Environment

The wider economic and societal factors impacting upon MGSLG were reviewed through a group work exercise. The following is the PESTEL Analysis as amended at the workshop.

Table 4: PESTEL Analysis

FACTORS	ISSUE	IMPLICATIONS FOR MGSLG
POLITICAL	Basic Department of Education	MGSLG is dependent on the vision, priorities and policies of the incumbent Minister of Basic Education and Gauteng MEC
	Job Creation	Impact of activities on job creation through enterprise development, poverty alleviation and economic growth
	Alignment to Government Policy	Strategic alignment to government policy on education, training and development
	Political Instability	Affects MGSLG operations
	Political Mandates	Change in personnel at provincial government and GDE is a potential threat to MGSLG
With the support of the Gauteng Department of Education, MGSLG is well placed to partner with the GDE through the provision of effective programmes as well as job creation in line with government policies on development.		
ECONOMIC	Job Creation	It is a priority for MGSLG to ensure that the institution is capacitated with competent effective proffesionals
	Budget	Any reduction in government spending on education will affect MGSLG, and therefore contingency planning is critical to the long-term future of the organisation
MGSLG is strategically positioned to contribute to the economic development of the Gauteng Province through enabling entrepreneurs to develop their own businesses and therefore facilitate job creation.		
SOCIO-CULTURAL	High levels of unemployment	▪ Explore options on job creation through enterprise development ▪ Cooperative organizations developed and sustained ▪ Contracting opportunities ▪ Procuring from and supporting SMMEs can also be another way of creating employment and generally uplifting the people of Gauteng

FACTORS	ISSUE	IMPLICATIONS FOR MGSLG
	Well governed schools	The provision of quality education programmes that enhance competence and performance for effective learning in schools
	Change Management	▪ Enable transitional and transactional processes in the changing environment from a blended learning perspective ▪ Maintain status quo on policy
	Language	Accommodation of official languages in schools
	Socio-Cultural Issues	▪ MGSLG has a potential to become a national treasure through branding, market alignment and technology. ▪ It is necessary to deal with the issue of initiation schools and the disruption it causes to education. MGSLG should consult with CONTRALESA ▪ MGSLG has a critical role to play in addressing racism and inculcating a culture of cultural tolerance

Through its activities, MGSLG needs to bridge the gap for the historically disadvantaged communites, and develop a culture of Life-long learning. The future needs to become accessible and attainable.

FACTORS	ISSUE	IMPLICATIONS FOR MGSLG
TECHNOLOGIC AL	Modernization	▪ To be efficient, MGSLG needs a comprehensive end to end integrated ICT system
	ICT development	▪ ICT training of all stakeholders ▪ Access to the latest technology ▪ Internet infrastructure and penetration ▪ Enhance school performance ▪ Improve teacher capacity ▪ Improve learner performance
	IT Management Systems	▪ Electronic performance management system ▪ Create organization wide capability and a meaningful disaster recovery plan

The implementation of user friendly technology systems could make MGSLG processes easier and provide the company with a significant competitive advantage. GDE has allocated R1,9 billion over 3 years on E-Learning.

FACTORS	ISSUE	IMPLICATIONS FOR MGSLG
ETHICAL		▪ To follow and abide with code of conduct ▪ Ethical practices and anti-corruption ▪ Accepted accounting, management and marketing standards ▪ Attitude towards work and accountability

FACTORS	ISSUE	IMPLICATIONS FOR MGSLG
		▪ Ethical employment, management and leadership
MGSLG as a non profit company and as a recipient of a grant from a government department, must keep high ethical standards.		
LEGAL	Compliance with Legislation	▪ Compliance with national and provincial legislation (Constitution, SASA, NEPA) ▪ Corporate Governance E.g. Companies Act, King IV ▪ Financial e.g. IFRS, Income Tax Act, etc ▪ Personnel Administration Measures
	Various Agreements	▪ The MGSLG Memorandum of Incorporation ▪ Memorandum of Understanding with the GDE ▪ Supplier Agreements
	Judgments	Judgments might have an impact on the policies affecting MGLSG
MGSLG must comply with all applicable legislation and various agreements to avoid litigation. The highest level of corporate governance and accountability underpins MGSLG's aspiration to contribute positively to the development of education.		

3.1.2. The Micro Environment

The internal environment consists of MGSLG was also reviewed in a group exercise and the following is the reviewed micro-environmental analysis.

Table 5: SWOT Analysis

STRENGTHS	WEAKNESSES
- Support from the GDE – MGSLG is the "preferred provider" of the GDE - Accredited training institution - Management expertise and knowledge - Only organisation of its kind in Gauteng - Unqualified audits - Collective commitment to serve the purpose of the organisation - Leadership that is willing to engage	- Failure to monitor and evaluate impact of programmes - Unreliable Information Technology Systems - Insufficient Infrastructure - Unpredictable funding and cash flow - Lack of integrated planning in the organisation - Inadequate Human Resources Strategy - In-Source vs Outsourced Services - Lack of brand identity - Poor quality of some facilitators
OPPORTUNITIES	**THREATS**
- Strengthen the relationship with GDE - Establish partnerships and alliances through existing networks - Marketing and branding - Funding and donor partners - New markets in the education sector - New training interventions - ICT integration - Enabling legislation - Teacher Development Centres as a line of business to MGSLG - De-centralised training model - International Research Partners - Facilitation Model - Local and International research partners	- Insufficient funding - Change in political administration - Competitors in training - Competitors for funding (Insufficient operational funding/Inconsistent programme funding)

3.2. **Risk Assessment**

In addition to the PESTEL and SWOT analysis, the Financial Manager also presented on the organisational risk analysis to inform the strategy review. The following is a summary of the risk assessment:

Table 6: Risk Assessment

Following table and headings recommended for this section

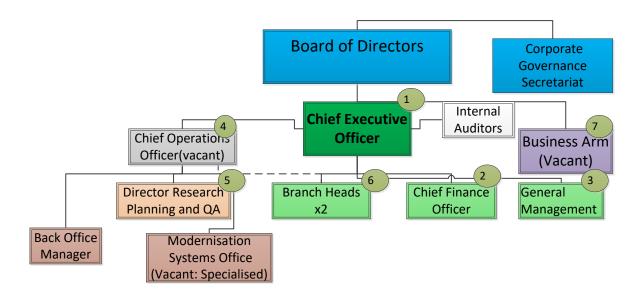| Risk Description	Link to Strategy	Risk Mitigation	Implications if Risks not Mitigated	

Risk	Mitigating factors
Identification of competitive advantage	Service delivery model
Non-delivery of core mandate	Annual performance plan and budget transfers
Lack of stakeholder management	Review and approval of MoU & MoI
Inadequate and inconsistent funding resulting in lack of sustainability/ financial instability	Diversification of income streams
Non-alignment of GDE and MGSLG strategies/ unenforceable MoU	None approval of MoU/MoI on time
Lack of business continuity / succession of executive	Lack of business leadership resulting in consistency of operations.
Non-compliance with legislation	The possibilities of facing litigation and penalties
Inadequate IT systems/ Lack of IT strategy	Develop the ICT Strategy
Alignment of HR to support service delivery	Finalise strategy and organisational structure
SARS VAT Matter	Resolve classification of MGSLG

The following were identified as the top 10 institutional risks for MGSLG:
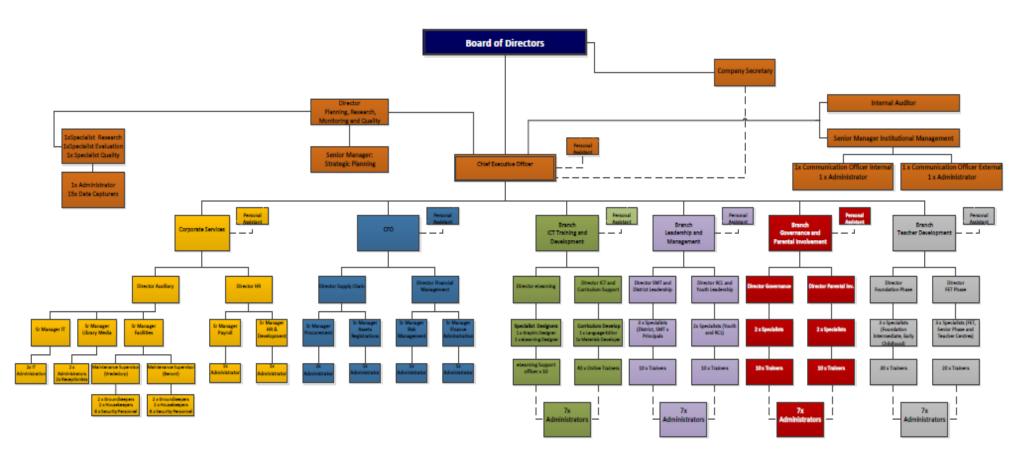
- Lack of clarity with regards to juristic persona of MGSLG
- Lack of clarity with regards to budgetary transfers
- Inadequate and insufficient human capability
- Loss of proprietary information
- Delays in approving the strategic plan
- Misalignment of strategy and organizational structure
- High levels of outsourcing of core functions
- Lack of diversification of income streams, affecting sustainability
- Reliability of reported performance data, affecting decision making & accuracy of reported information
- Lack of job profiling and grading

3.3. Organisational Structure

A key principle of organization design is that structure follows strategy. The following is the organisational structure that was proposed at the workshop.

Figure 5: Proposed Organogram in Support of the Strategy

Matthew Goniwe School of Leadership and Governance
November 2016

In addition to the change of the organisational structure, the Human Resources Head also recommended the following interventions to ensure that the Human Resources department is optimized to ensure delivery in terms of the strategy:

- To develop comprehensive institutional HR Strategy

- Develop Remuneration Strategy for retention

- Concomitant policy shift in line with strategy

- Resource allocation and budgets

- Sustainability strategies

- Workforce planning and procedures

- Risk management

4. MGSLG REVIEWED STRATEGIC PLAN

4.1 Strategic Focus Areas

The Strategy Review Workshop noted that the Strategic Plan 2020, required certain interventions to ensure that it is successfully implemented. To that end, new strategic priorities, as outlined above, were identified and Management agreed to focus on the identified areas to ensure the success of the strategy. The presence of the middle managers at the Strategy Review Workshop helped to deal with one of the major concerns with the Strategic Plan 2020, being communication of the strategy to middle management and the rest of the MGSLG staff.

4.2 Strategic Objectives

The strategic objectives allow MGSLG to break down the Strategic Focus Areas into constituent elements or performance areas, which will allow performance elements to be logically clustered and reported against.

Strategic objectives typically, though not always, are multi-functional, i.e. they require concerted effort by staff from different units of the organisation to work together to achieve them. The following table illustrates the link between the MGSLG Strategic Focus Areas and the Strategic Objectives.

Table 7: Strategic Focus Areas

FOCUS AREA	STRATEGIC OBJECTIVES
Information & Communication Technology	▪ Develop a comprehensive ICT Strategy ▪ Develop an integrated automated system ▪ ICT Capacitation ▪ Modernisation of internal processes
Quality Management	▪ Develop and implement a total quality management system ▪ Quality assurance in terms of ISO certification, where applicable
Funding and Cost Optimisation	▪ Institution wide research ▪ Training programme evaluation ▪ Capacity building
Human Resources	▪ Develop a comprehensive Human Resources Strategy ▪ Implement an organisational structure that supports the strategy ▪ Develop and implement organisational policies ▪ Infrastructure management

FOCUS AREA	STRATEGIC OBJECTIVES
Partnerships	▪ Partner with stakeholders in the delivery of programmes ▪ Partner with other provinces to establish a national footprint for MGSLG
Research & innovation	▪ Institution wide research ▪ Training programme evaluation ▪ Capacity building
Monitoring & Evaluation	▪ Assess the impact of the MGSLG programmes

The Acting CEO reqeusted that the board ensure that the organisation and CEO be measured against these 7 Focus Areas.

4.2.1 Information and Communication Technology

In order for MGSLG to become the leading development institute in the education sector, it is imperative that its internal processes are modernised and its programmes delivery is supported by an efficient and reliable ICT system. In that light, MGSLG set itself to focus on the development of an IT strategy and the modernisation of its internal processes. Modernisation of processes and system will allow the following:

▪ **Strategic** – ensures alignment with strategic objectives

▪ **Automate** – optimises execution time spent

▪ **Digitise** – stores all interaction and documentation in digital formats

▪ **Dynamic** - adjust the system to support business, not adjust business to system

▪ **Scalable** – adjust to any size organisation

▪ **Governance** – enforces governance through business processes

▪ **Audit Trail** – records all interactions
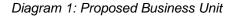
4.2.2 Total Quality Management System

The only way in which MGSLG can become the leading institute in terms of its vision is if it has a comprehensive end-to-end total quality management system. The development of a Total Quality Management System is therefore one of the key focus areas for the MGSLG in terms of the reviewed strategy. The TQMS will, where applicable, be in terms of ISO standards and certification to that effect shall be obtained. That is aimed at giving the MGSLG a competitive advantage as it seeks to establish a national footprint.

4.2.3 Funding and Cost Optimisation

With the growing budget cuts and consistent need for capacity in education, MGSLG needs to grow its income in order to be able to supplement funding received from GDE. This means a strategy will be critical to ensure MGSLG's sustainability. This will also entail ensuring that the received funds are well spend through cost optimization.

4.2.4 Human Resources

Human Resources are a critical part of any organisation and the need to ensure that the human resources framework is re-engineered to support the organisational strategy can not be over-emphasised. MGSLG set itself to focus on reviewing the organisational structure to ensure that the structure supports the strategy. In addition, the relevant policies will be developed to ensure cohesion, efficiency and retention among other things. In response to the strategy, the addition of a Business Unit and the office of the Chief Operations Officer has been proposed. The following are the proposed structures for the offices of the Business Manager and the COO respectively.
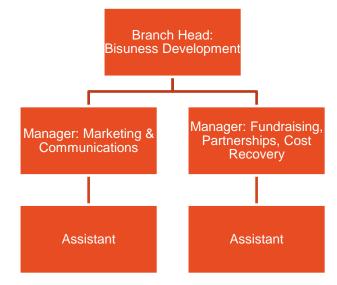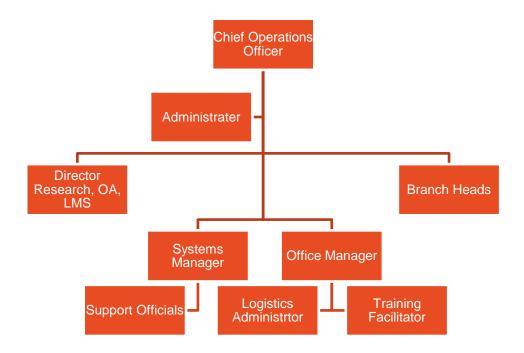
Diagram 1: Proposed Business Unit

Diagram 2: Office of the Chief Operations Officer

4.2.5 **Partnerships**

It is imperative for MGSLG to leverage on the relationship with various stakeholders in the education sector in order to become the best. The MGSLG will therefore focus on establishing partnerships with researchers, school governing bodies, teachers' unions and other stakeholders. Existing partnerships, including with the GDE, will be nurtured to ensure that MGSLG gets the best out of those partnerships. The following are some of the identified partners:

- Gauteng Department of Education (GDE).
- ICT service providers.
- District officials.
- Funders.
- Research organisations.
- Higher Education Institutes (HEIs).
- Teacher unions.
- Associations.
- Media.

4.2.6 **Research and Innovation**

To stay ahead of any competitors, MGSLG will have to focus on research and innovation. This is critical as it ensures that MGSLG is not only reactive to developments in the education sector but leads the way and becomes are respected think tank for the education sector in Gauteng and South Africa.

4.2.7 **Monitoring and Evaluation**

The impact of the interventions by the MGSLG can only be assessed through a proper monitoring and evaluation mechanism. Monitoring and evaluation of MGSLG programmes will ensure that the institution stays relevant in the education sector and will assist the institution in planning and resource allocation.

4.3 **One Page Strategy Plan 2020**

The following is the MGSLG one-page strategy, which illustrates the link between the MGSLG core programmes, critical success factors, strategic oriented goals, strategic objectives and the vision, mission and goals.

The Focus Areas on the One Pager need to be updated in line with what has been said above Leonard i.e. Monitoring and Evaluation

ONE PAGE STRATEGY PLAN 2020

KEY PERFORMANCE INDICATORS

Research & Innovation
- Research Framework and Agenda implemented
- Monitoring and evaluation reports for all programmes
- Functional Research Unit
- 2 Annual Conference reports/publications
- 90% Stakeholder Satisfaction Index

Funding & Cost Optimisation
- Approved Risk Register and Management Plan
- Mitigate 100% of all risks
- Clean Audits: Max 10% budget variance
- 0% irregular expenditure
- 25% external funding by 2020 using Funding Model
- Signed MOUs with funders
- Achieve marketing & branding strategy targets

Human Resources Management
- Reviewed MOU with GDE
- Approved strategic Plan and APP signed off by the Board and GDE HoD
- Approval of Business Plans by the CEO
- Automated centralised system
- Annual Board Evaluation Report

Monitoring & Evaluation
- Monitoring and evaluation system
- Programs impact assessment reports

Quality Management
- 100% compliance to ETQA requirements
- ISO standards for all internal processes and programmes
- SACE endorsement where applicable
- Integrated QMS developed and implemented

Partnerships
- National footprint for MGSLG
- Improved program development

Information and Technology
- Modernized, integrated ICT system
- ISO ICT Standards implemented
- Improved efficiency to the standard
- Reports availability and 100% accuracy
- IM plan implemented

STRATEGIC OBJECTIVES 2015/2020

Research and Innovation (Head Strategic Planning)
- Create an Institutional Mechanism for Institute –Wide Research and Innovation. Culture of Research institutionalised
- Framework is adopted and implemented institute-wide
- Capacity building Pre- and Post-test. Programme evaluation tool
- Innovation Forums developed and implemented
- ROI model implemented for Stakeholder Satisfaction

Funding & Cost Optimisation (CFO)
- Implement the risk management system
- Sound Financial Management and Reporting
- Develop a financial/funding model that ensures sustainability and attracts International and Local Funding Partners
- Maintain relevance to the funders' needs
- Expanding the reach of MGSLG's programmes
- Marketing and branding strategy

Human Resources Management (GM)
- Review organisational structure
- Develop a comprehensive human resources strategy
- Develop and implement organisational policies

Monitoring & Evaluation (Head Strategic Planning)
- Develop a mechanism to assess the impact of the MGSLG interventions
- Inform program development through impact assessment

Quality Management (Head Strategic Planning)
- Develop a total quality management system
- Ensure a culture of quality and improvement. Provide quality assurance institutional support
- Collate all policies and procedures into an MGSLG QMS
- Ensure that 100% of all institutional policies are reviewed and approved by the QMRAC
- Deliver a learner support institutional mechanism

Partnerships (CEO)
- Partner with stakeholders in the development of programmes
- Partner with other provinces to establish a national footprint

Information & Communication Technology (GM)
- Modernise MGSLG internal processes to support organisational business processes and delivery
- ICT Capacity - Training, Support
- ICT Skills Development internally
- Information Management System

Focus Areas
- Research & Innovation
- Funding & Cost Optimisation
- Human Resources Management
- Partnerships
- Quality Management
- Partnerships
- ICT

MGSLG CORE SERVICES

Core Education Development Programmes

Goal
Quality Education and Training

Strategic Objectives
- QMS in place against ISO standards
- ADDIE Model Implemented
- Deliver quality teacher development, SGB, and Leadership and Management learning programmes

Performance Indicators
- SACE endorsed programmes
- ETQA Accredited programmes, where applicable
- Achieve 100% funded GDE targets
- QMS compliant to SETA/ISO requirements
- Instructional ADDIE Model across all programmes

VALUES
- Ubuntu
- Professionalism
- Accountability
- Collaboration
- Efficiency
- Integrity
- Innovation

MISSION VISION

We provide quality development learning programmes in the education sector measured against the best in class providers nationally and internationally, using a blended approach, to enable quality teaching and learning

The Leading Development Institute in the Education Sector

5. STRATEGY IMPLEMENTATION PLAN

One of the major concerns with the MGSLG strategy was the lack of an implementation plan, which made it difficult to monitor and evaluate the implementation of the strategic plan. Implementation is the process that turns a strategic plan into actions in order to accomplish the set strategic objectives. It is critical to come up with actions that will move the MGSLG strategic plan from a document to actions that drive the growth of the MGSLG. The strategic plan addresses the what and why of activities, but implementation addresses the who, where, how and when.

5.1 Strategy Implementation Challenges

The following are some of the major implementation challenges for strategic plans, which the MGSLG should take note of and avoid in order to successfully implement the strategic plan.

Table 8: Strategy Implementation Challenges

ISSUE	DESCRIPTION	HOW MGSLG WILL ADDRESS IT
Ownership	If the people that are supposed to implement the plan do not take ownership and the responsibility, then the plan will not be implemented.	All KPIs and actions to be developed to have owners responsible for their implementation.
Communication	Failure to properly communicate the strategic plan to all the employees will result in the strategic plan not being implemented	All management to ensure that the plan is communicated to all employees.
Strategic Focus	When management is consumed by daily operating issues, often they lose sight of the long-term goals.	A scorecard for monitoring progress to be used to ensure that management does not lose focus.
Accountability	Each objective and initiative must have an owner and there must be a reporting mechanism to monitor progress	The reporting scorecard to be utilised and appropriate performance appraisal system be utilised to ensure that everyone at MGSLG is responsible for implementing the strategy
Separation	If strategy is treated as something separate from management processes and daily operations it will not be implemented	The strategy monitoring and reporting mechanism to be used to ensure that all MGSLG activities are linked to the strategy.

5.2 **Support for the MGSLG Strategy**

There are five key components necessary to support the implementation of the MGSLG strategy: people, resources, structure, systems, and culture. All components must be in place in order to move from creating the plan to activating the plan.

5.2.1 **People**

The first stage of implementing the MGSLG strategic plan is to make sure that MGSLG has the right people on board. The right people include staff members with required competencies and skills that are needed to support the plan. The Skills Audit that was conducted by PWC will be instrumental in determining whether MGSLG has the requisite skills set to support the strategy. It might be necessary to expand employee skills through training or recruitment to include new competencies required by the strategic plan.

5.2.2 **Resources**

MGSLG will require sufficient funds and enough time to support the implementation of the strategic plan. Often, true costs are underestimated or not identified. True costs can include a realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by a service provider. Additionally, employees must have enough time to implement what may be additional activities that they aren't currently performing.

5.2.3 **Business Processes and Structure**

It is imperative to review and implement the business processes and structure of organisation. It is imperative that management levels of authority are defined, and that they have clear structured, open lines of communication for all employees. A plan owner and regular business review and strategy review meetings are the most effective ways to put a structure in place. Meetings to review the progress should be scheduled monthly or quarterly, depending on the level of activity and time frame of the plan.

5.2.4 **Systems**

Appropriate management and technology systems help track the progress of the plan and make it faster to adapt to changes. As part of the system, it is important to build milestones into the plan that must be achieved within a specific time frame. The use of a scorecard is recommended for MGSLG to track the progress and milestones in the implementation of the strategic plan.

5.2.5 **Culture**

It is critical to create an environment that connects employees to the MGSLG's mission and values and that makes them feel comfortable. To reinforce the importance of focusing on strategy and vision and to reward success. There should be positive and negative consequences for achieving or not achieving the strategy. The rewards may be big or small, as long as they lift the strategy above the day-to-day so people make it a priority. Culture is Values in Action and the behaviours that support the values must be rewarded and hose that are against the culture should be sactioned.

5.3 **MGSLG Strategy Implementation Roadmap**

Table 9: Implementation Roadmap

WHAT	HOW	WHO	WHEN
Finalisation of Plan	Get all relevant input to finalise and sign off the strategic plan	Board of Directors	
Financial Resources	Align the budget to the strategic objectives	CFO	
Plans	Produce updated departmental plans	Department Heads	
Progress Tracking	Develop a system with a scorecard for tracking and monitoring the strategic plan	CEO's Office	
Performance Management	Develop a performance management and reward system aligned to the strategy	General Manager	
Communication of Strategy	Roll out the strategy to the entire organisation	Management (SMT & OpCo)	
Monitoring	Hold monthly strategy meetings to monitor implementation progress in terms of the scorecard	CEO's Office	

6. RECOMMENDATIONS

[INSERT]