INSTITUTE OF DEVELOPMENT MANAGEMENT
STRATEGIC PLAN 2011 - 2016

MARCH 2012

"TOWARDS THE ATTAINMENT OF BLS NATIONAL VISIONS THROUGH HUMAN RESOURCE DEVELOPMENT"

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1. INTRODUCTION

1.1   Establishment of IDM

1.1.1   The Institute of Development of Management (IDM) is an organization based in the three countries of Botswana, Lesotho and Swaziland (BLS). It was established in 1974 by the governments of the BLS countries through Companies Acts in the three countries, namely: Companies Act 2003 No. 32 of 2004 of the Republic of Botswana; Companies Act No. 25 of 1967 of the Republic of Lesotho; and the Companies Act No. 7 of 1912 in Swaziland.

1.1.2   In pursuance of the objectives stated in the Memorandum of Understanding between the Government of the Republic of Botswana, the Kingdom of Lesotho and the Kingdom of Swaziland, signed between April and May 1978, IDM was established as an Institute of Learning, for the acquisition of practical skills and dedicated to the improvement of the managerial and organizational structures of the participating countries.

1.2   Mandate of IDM

1.2.1   Specifically, IDM was set up with the following objectives:

   a. To improve the managerial knowledge and skills of persons charged with senior responsibilities for development in the public, parastatal and private sectors;
   b. To provide management consultancy to organisations in the public, parastatal and private sectors;
   c. To improve organisational structures, administrative and management procedures and development policies related to social and economic needs;
   d. To improve the database available for decision making with respect to development; and
   e. To extend public awareness of, and encourage, public involvement in all aspects of management.

1.2.2   That the principal activities of the Institute shall be:
   a. Management training courses, seminars, workshops, public lectures and other such undertakings for the public service, parastatal agencies, and the private sector of each participating country;
   b. Consultancy directed towards improving management practices, administrative procedures and policy development, formulation and execution;
   c. Research into high priority economic and social problems, management, administration and development generally; and
   d. Dissemination of information arising from these activities through publications and other media and
   e. Other activities as dictated by the local and international environment

and approved by the respective local boards.

1.3   Legal Framework

1.3.1   The Institute of Development Management was established through a Memorandum of Understanding (MOU) by the Governments of Botswana, Lesotho and Swaziland as a regional management development institution. The Institute was subsequently registered as three separate companies under the company laws of the respective countries. The BLS countries are members and hold equal number of shares in each of the companies. Attached to each company, is a country office responsible for operational matters. The MOU binds the companies together which therefore operate as a single entity using common operational policies and procedures.

1.3.2   There is a Board of Governors which provides strategic leadership and directs the affairs of the organization. The Board comprises thirteen (13) members with each participating country contributing four (4) members as well as the Regional Director, who is the Chief Executive Officer. The Institute is organized at two levels of management. There is the Regional Office, headed by the Regional Director, which coordinates and oversees the activities of the country offices. Business operations take place at country offices and are headed by Country Directors.

1.3.3   The Board's stewardship role is discharged by setting strategic direction, defining business objectives and operational policies & objectives, approving the budget & financial targets and monitoring performance on ongoing basis. The Board is also responsible for assuring the larger community and stakeholders, to whom it is accountable, that the service offered by IDM is of the highest possible quality. The Board is guided in its operations by the MOU, Articles of Association, Companies Act and the Board Charter. These legal instruments also provide for the composition and appointment of the Board.

1.3.4   The Board appoints the Regional Director and other members of the Executive Management Team. The Executive Management is charged with the day to day conduct of IDM business and is responsible for the implementation of the Board's decisions and corporate policies. The Executive Management comprises the Regional Director, Director of Corporate Services, Director of Finance and three Country Directors. The Office of the Regional Director coordinates the activities of the country offices. The Regional Office is the custodian of corporate policies and has the ultimate authority in their

implementation. Country Directors head the operational activities at the country offices.

1.3.5 Members of the Executive Management team except for the Regional Director, who is a member of the Board, are invited to Board meetings to allow management participation to provide the Board with additional insight into matters being considered.

1.3.6 To discharge a proximate supervision of the country offices, the Board has from its membership delegated bodies called Local Boards to oversee strategic and operational matters at country level. Each Local Board is made up of Board Members nominated and appointed from that particular country.

2. The Changing Environment of IDM

2.1 Operating Context

2.1.1 Strategy is effective to the extent it addresses the environment and context. To appreciate the operating context of IDM, literature search on national strategic documents was undertaken. The national Visions of Botswana, Lesotho and Swaziland were reflected upon to glean issues of relevance to IDM. Further, reference was made to documents showing intent with respect to capacity and human capital development. In this regard, the National Human Development Strategies were noted.

2.2 National Visions of the Three Countries

2.2.1 Over the years, The Republic of Botswana, Kingdom of Lesotho and the Kingdom of Swaziland (the BLS countries), focused their development on the primary needs and achieved marked success in infrastructure development and education. The countries are now recognising the importance of utilisation of the development to benefit their populations. All three countries continue to suffer the effects of underdeveloped in managerial skills and have a mismatch between available skills and market requirements.

2.2.2 In keeping with its Vision 2016, Botswana has a National Human Resource Development Strategy whose emphasis is aligning skills with market needs and increasing the quality of education. "By 2022 it will be universally accepted that the quality, productivity and motivation of its people will be Botswana's single greatest and valuable resource". Botswana has outlined a National Human Resource Development Strategy (NHRDS) which provides a single, connected integrated approach to human resource development that is

strategic, focused and long term. The Tenth National Development Plan (NDP 10) represents the blueprint of the National Vision, outlining the policies and key programmes aimed at achieving the Vision 2016 objectives during the 2009 to 2016 period. The Chapter which represents Vision Pillar of; An Educated and Informed Nation and which has a Key Result Area (KRA); Competitive and Productive Human Resource, is of particular importance to the Botswana campus.

2.2.3   The Lesotho Vision 2020 contains a strategic thrust which envisages a competent, productive nation, with skills which are also aligned with the labour market demand and more exportable. The National Human Resources Development Strategy of Lesotho, which draws heavily from its Health Manpower Development Plan focuses on strengthening and expanding pre-service and post basic training capacity and strengthening the quality of training institutions. A number of comprehensive long-term plans, including the Action Programme for Development of Lesotho 2001-2010 and the Public Sector Improvement and Reform Programme (PSIRP) have been developed.

2.2.4   Swaziland has a National Development Strategy (NDS), which articulates a twenty-five year vision – to 2022. The Vision has the following theme: "By the Year 2022, the Kingdom of Swaziland will be in the top ten per cent of the medium human development group of countries, founded on sustainable economic development, social justice and political stability". For Swaziland, one of the key macro strategic areas is Human Resource Development. The strategy places emphasis on human capital development through appropriate education and training, with a shift to technical and vocational orientation.

2.2.5   For Swaziland, a renewed focus on vocational and technical education will be strengthened. Incentives, as well as areas that affect the quality of human capital, such as sanitation and health will be improved to encourage business to develop human capital. These improvements are linked to education and human resource development. The Human Resources Development strategy presents important elements for contextualising the IDM Strategic Plan. There is emphasis on appropriate education and training (including a reorientation away from academic to technical and vocational emphasis).

2.2.6   At a national level, Swaziland calls for a concerted effort in the establishment of a comprehensive policy on human resource planning and training to effectively consolidate into one single plan, the needs of all government ministries, parastatals and departments. Added to this is strengthening of training institutions' capacity. In all three cases, attainment of the National

Visions is closely linked to Human Resource Development. The three countries also see the development of viable private sectors as fundamental for sustainability.

2.2.7 The three countries face a major challenge in that their economies are unable to compete with the low skilled low cost manufacturing economies of East Asia and in particular China. The three host countries have National Visions, which represent the national aspirations to achieve socio-economic and political development that will transform them into competitive, winning and prosperous nations.

2.2.8 Lesotho and Botswana rank first and second in education expenditure in the world, out of 134 countries surveyed by the Global Competitiveness Report 2009. At the same time, the two countries feature in the bottom quartile with regard to productivity and institutional performance. Whilst data for Swaziland was not featured in the report, the three countries have many characteristics in common with regard to human capital development and service delivery. It is therefore important that the concept of a regional institute constituted of the three countries has a global outlook. As a regional institute, IDM seeks competitiveness in SADC and globally, the position of the countries in the world ranking is an important consideration. All three countries have historically trained their people in global institutions and this has brought in precedence in the national conceptualisation of quality and standards.

2.2.9 This context calls for innovative strategies to enable IDM to achieve its organisational goals despite the precarious economic conditions in the BLS.

2.3 Internal Transition

2.3.1 As early as mid 1990's the impact of competition became evident with the proliferation of training and consulting service providers. This is reflected in the IDM Strategic Plan 1994 – 1998 where it says "the Institute does not so far face serious competition. However, competition is gradually emerging in the fields of IT, marketing, general management, productivity and public relations' (IDM 1994-1998). A total of fifteen (15) institutions besides the then three national universities were identified as competitors to IDM.

2.3.2 Though the plan period recognised regionalism as strength, to be maintained due to desirable elements attached to it, like the high possibility of attracting donor funding, a shift from the current status was anticipated. To attain the long term objective of contributing to the improvement of the organisational

productivity and performance of all sectors in the BLS and SADC region, as expressed in the then IDM Mission Statement, one of the medium term objectives for the realisation of this goal was to: 'Maintain IDM's regional status and achieve a gradual process of devolution of resources, activities and physical facilities'. (IDM 1994-1998:11).

2.3.3 Whereas the above IDM long term objective was found to be still relevant, the focus of this strategy was to make IDM more efficient by conducting itself like a business, 'through streamlining its operations and containing its costs' (IDM 2000-2003:V). Among other things, the Institute was challenged to do so through the reduction of non-value adding activities and structures.

3. IDM Current Reality Performance against Previous Strategic Plan (2007-2010)

3.1 IDM 2007-2010 Strategic Objectives

3.1.1 When the 2007–2010 Corporate Plan was enacted, the following eight objectives were adopted;

    i. To transform into an autonomous and commercial institute.
    ii. To turn into a profitable and financially self sufficient institute.
    iii. To transform into a reputable and customer focused institute.
    iv. To provide competitive quality services.
    v. To position to operate regionally and with state-of-the-art-facilities.
    vi. To establish a centre of excellence and employer of choice
    vii. To develop into a socially responsive organisation and
    viii. To be a result oriented institute.

3.1.2 The above were a departure from the initial objectives and their focus and intention seemed to be transformational. This was necessitated by the fact that the governments of the three countries, over the years, not only liberalised the education sector but also required IDM to be self sustaining. The withdrawal of the government grants for the daily operations of IDM as well as the growing developmental and governance challenges inevitably compelled IDM to rely more on its internal resources and less on government funding

3.2 IDM Performance versus Strategic Objectives

Strategic Objective: 1.To maintain a net surplus of 5% at all offices/campuses	
Activities	**Status as at December 2011**
1.1 Recapitalization Obtain funding from BLS Government	Government has been committed to assist the Institute financially since the implementation of the Strategic Plan 2007 - 2010
1.2 Review and Develop Financial Policies **a) Develop Pricing Policy**	Financial Policies were developed and approved by the Board at its December 2011 meeting
1.3 Develop Marketing Strategy **a) Implementation of Marketing Strategy by all campuses**	Marketing Policy was approved by the Board in March 2010. The Regional Office has been subsidizing campuses annually to implement their marketing plans.
1.4 Apply for grants for specified courses	The Regional Office has played a pivotal role in facilitating training of some members of the academic staff and the running of some HV/AIDS related courses with the Regional Aids Training Network (RATN)
1.5 Increase participants number and Courses by 20%	For the past three years campuses have been exceeding the 20% increase of participants with the exception of Lesotho campus.
1.6 Review of Strategic Plan 2007-10	The Strategic Plan was reviewed in March 2010.
1.7 Development of the Strategic Plan 2011 - 2016	In progress

Strategic Objective 2: To build human capacity for TRC by 2008/09 – for 2010	
Activities	**Status**
2.1 Identify skills gaps for staff **a) Train staff in core skills especially Consultants**	The Institute has been training employees in different areas since 2007. As at December 2011 the Institute had trained 80 employees in different areas.
2.2 Performance Management **a) Identify key performance areas**	At the commencement of every financial year, the Institute develops an annual corporate plan which is based on the

b) Development and signing of Performance agreements a) Conducting of Performance b) appraisals	strategy. This plan is then cascaded to the campuses to develop campus plans. These would result in the development of individual plans and performance agreements Appraisals are undertaken twice a year in September and March

Strategic Objective 3: To build infrastructure capacity for TRC by 2009/10	
Activities	**Status**
3. 1 Apply for maintenance grants from BLS Governments Maintenance plans in place for all campuses	At the commencement of the financial year campuses develop campus plans which would inform the maintenance of infrastructure in the campuses.

Strategic Objective 4: Re brand IDM Corporate Image	
Activities	**Status**
4.1 Corporate re-branding strategy developed	Marketing strategy approved for re- branding of IDM. The new logo was approved in March 2010 and a rebranding exercise undertaken.

Strategic Objective 5 : To deliver quality services in line national and international quality standards	
Activities	**Status**
5.1 Accreditation and Registration with Quality assurance bodies	Botswana campus and Regional office are ISO certified. Swaziland and Lesotho campuses not yet certified. All the 122 employees of IDM have been trained in ISO 2001:9008 44 employees of IDM have trained as internal quality auditors.
5.2 Registration of all IDM trainers with training authorities.	Registration ongoing. 18 of the Consultants registered.

5.3 Accreditation of IDM courses to appropriate training authorities	38 courses registered and accredited with Botswana Training Authority (BOTA), others with the Tertiary Education Council (TEC).

Strategic Objective 6: To achieve 80% satisfaction rate on all services offered	
Activities	**Status**
6.1 Conduct customer and employee satisfaction surveys	This was done. A Customer perception survey was undertaken in January 2010 and the Market Survey was undertaken in December 2011. There were qualitative results, which were largely positive. Areas for improvement have been noted and are currently being implemented.
6.2 Develop customer response procedure	Regional Office has developed a Customer Feedback Form which is to be used to gain information on the impact of services.

3.3   IDM Current Operating Reality Conclusion

3.3.1   The current operating reality review has presented a very interesting, yet contradictory profile of IDM as a regional institution. The institutional business and service delivery operating model appears to be ideal and very well positioned to deliver as a regional institution, yet does not appear to be delivering to its potential.

3.3.2   There is a well established, credible, financially self sustainable campus in the largest, most sophisticated market of the three countries, Botswana. There is a successful proven process of introducing new products, either through strategic alliances or internal generation. These are tested in a relatively well competed market place and if successful, quality and profile of the course is invested in to enable accreditation.

3.3.3   There is a Regional Head Office, financially supported by all three Governments and mandated by them to develop their civil service human capital. These institutional arrangements are completed and enabled by established and staffed regional "satellite" campuses.

3.3.4   However this seemingly ideal institutional arrangement is not delivering to its full potential, with very limited regional penetration of very successful products developed, proven and invested in, by Botswana under the direction of the Regional Head Office.

3.4   Strategic Issue to be addressed

3.4.1   Some Institutional restructuring is required, particularly in the Service Delivery model; however the key strategic issue lies outside of the institutional arrangements. The value of Regionality still needs to be understood. The real value of "Regionality" lies in its ability to command patronage, not in its architecture. This needs to be addressed and its value unlocked

4.   THE IDM STRATEGIC ROADMAP

4.1 The Institute of Development Management continually reengineers its organisational architecture to identify the most appropriate model of executing its business.   The constant reshaping of the organisation is conceived through a strategic management process. A proactive organisation must develop capabilities such as speed, responsiveness, agility, learning capacity and employee competence to stake out its market position.

4.2 Since 1974 IDM as a regional entity has formulated, executed and monitored strategic planning at corporate level. That is, the institute has always developed one Strategic Plan to guide the operations of all the Country Offices in Botswana, Lesotho and Swaziland. Whilst the strategy was about the institute being able to compete and survive as a regional organisation, it has been acknowledged that products and services, peculiar to each country, are developed at Country Offices to meet customer needs of each market.

4.3 In recognition of this, and as a point of departure, IDM Board took a decision to decentralise the strategy formulation process to allow each Country Office to have its own Strategic Plan to develop and sustain a competitive advantage in own marketplace. Country Offices are expected to execute their individual strategic plans to position their businesses against competitors, meet the needs of customers in their market, anticipate changes in their environments and adjust the strategies to accommodate such changes.

4.4 It is important to recognise the distinct roles of Regional Office versus that of Campuses with respect to the strategies outlined. For a given strategy or strategies, the Regional Office will have strategic objectives to ensure focus on IDM as a regional service provider with a vision of becoming the "Leading Provider of Quality and Innovative Management and Organisational Development Services in the SADC region and beyond". On the other hand, the Campuses will focus on developing and implementing country specific strategies which would address the local realities.

IDM Strategic Road Map

Why do we exist? (What we want to achieve.)	**IDM aims to be a leading provider of quality innovative management and organisational development service in the SADC region and beyond.** To this end, IDM endeavours to provide management development programmes through training, research and consultancy. These programmes would assist in meeting management needs and improve policy development in the region.

What we need to deliver?	**TRC output valued by the market (Service provider of choice)** •High quality service and product delivery. •Provide valued service, applications, expertise and support (Customer satisfaction/relationships).	**Generate income and achieve financial stability (Campus sustainability)** •Increase the proportion of revenue and contribution from TRC. •Ensure sustained success/long term survival – build reserves.

Our core competencies. (What do we have to be the best at?)	**Our high quality continuum of products and services** •IDM course product portfolio management suitable for in-service and pre-service. •Well developed TRC programmes, on budget and on time.	**Our high quality operational service** •Optimum mix of the modes of learning i.e. traditional campus education, interactive and distance.	**Our brand** •High quality marketing (generate awareness). • Brand management (market the products and services and build a brand with a reputation for excellence).

Our performance enablers. What else do we need to do to achieve our mission?

Our leadership, governance and communication
•Robust and effective corporate governance arrangements in place.
•Strategic direction and implementation of the IDM Strategic Plan 2011 - 16.

Our partner relationships
•Working in close partnership with all the relevant stakeholders and improving partner engagements.
•Effectiveness of partner relationship.

Our research capacity
• Systematically collect data and analyse the information to inform future thinking and to understand the impact of IDM's products and services.

Our innovation
•IDM campuses being centres of excellence for BLS countries and beyond.
•Identify next generation market opportunities.

Our key resources. (Which resources do we need to manage?)	**Our human capital, competencies and values** •Recruit, develop, motivate and communicate with our staff who can deliver core competencies. •Foster culture of team work, innovation and professionalism.	**Our IT systems** •Electronic enablement of IDM's services and processes. •Integration of IT systems to support IDM's operations.
	Our finance •Meet budget – Grow revenue and contribution. •Keep costs under control.	**Our Infrastructure** •Coordination and management of campuses. •Develop and leverage our infrastructure to meet IDM's challenges.

5   IDM STRATEGIC FOUNDATIONS

5.1 Vision

5.1.1   IDM aims at being the leading provider of high quality innovative management and organisational development in the SADC region and beyond.

5.2 Mission

5.2.1   Management development through training, consulting and research.

5.3 IDM Values

a. **Quality service delivery:**   We strive to give world class service to our customers, stakeholders and shareholders.

b. **Good corporate governance:**   We strive to adhere by efficient and effective best practices, principles and values.

c. **Professionalism:**   We strive to uplift standards of professionalism, moral sense and conduct.

d. **Innovation:**   We strive to improve our operational capacity by introducing new ways, ideas and products tailor made to suit the customer.

e. **Team work:**   We strive to work with and treat one another with compassion, humility, respect.

5.4   Foundation Review Conclusion

5.4.1   The changing environment of IDM and what is emerging from the situation analysis recognises the need for future comprehensive review of the vision and mission statements for IDM Botswana.

5.4.1   It is therefore imperative that during the mid-term review of this strategic plan, the above foundation statements be revisited and redefined. Recognition is given to the fact that strategic objectives and operational plans are downstream considerations that flow from the concepts developed in the vision and mission.

6 IDM STRATEGIC PLAN 2011 – 2016 DEVELOPMENT

6.1 IDM SITUATIONAL ANALYSIS

6.1.1 In general, the Institute of Development Management applied three situational analysis models as follows:

a. At the environmental or situational level, the Political Economic, Social, Technological, Environmental and Legal (PESTEL) model was used to gauge external factors which would impact on the operational activities of the IDM.

b. At the Education and Training industry level, the Radar Screen was used. It is a practical and effective method for encouraging teams to focus attention on changing trends in the external environment that may become significant forces that affect business sustainability.

c. At business level, Strength, Weaknesses, Opportunities and Threats (SWOT) analysis was used.

6.1.1.1 PESTEL MODEL

The Institute applied this model to identify external factors which affect and impact on the operational activities:

a) Political factors
   ✓ Reliance on Government Funding
   ✓ Changes in Government Policies
   ✓ Changes in the ruling regime
   ✓ Reduction in Government training budgets

b) **Economic Factors**
   ✓ Rising inflation rates
   ✓ Recession
   ✓ High rates of unemployment
   ✓ Reduction in disposable income of IDM Clients

c) **Social Factors**
   ✓ Cultural Diversity
   ✓ Distance training
   ✓ Emerging social networks

d) **Technological Factors**
   ✓ E-Learning, interactive learning and distance education
   ✓ Integrated information Management System
   ✓ E-marketing

e) **Environmental Factors**

    ✓ Paperless organizations
   ✓ Use of alternative energy sources

f) Legal Factors
    ✓ Legislation on tertiary/higher education
    ✓ Legal requirements for compliance purposes
    ✓ Health and Safety legislations
    ✓ Employment Laws

6.1.1.2 RADAR SCREEN TOOL

The radar screen tool was applied to identify general trends that may have an impact on businesses during the strategic planning period.

It consists of three panes i.e.

a. The left hand pane representing trends that are seen to be diminishing and may not be significant for business.

b. The middle pane representing trends that are seen to be constant across the full strategic planning horizon.

c. The right hand pane depicts trends which are not yet having impact on the business at the point in time but are emerging and might have impact in the near future
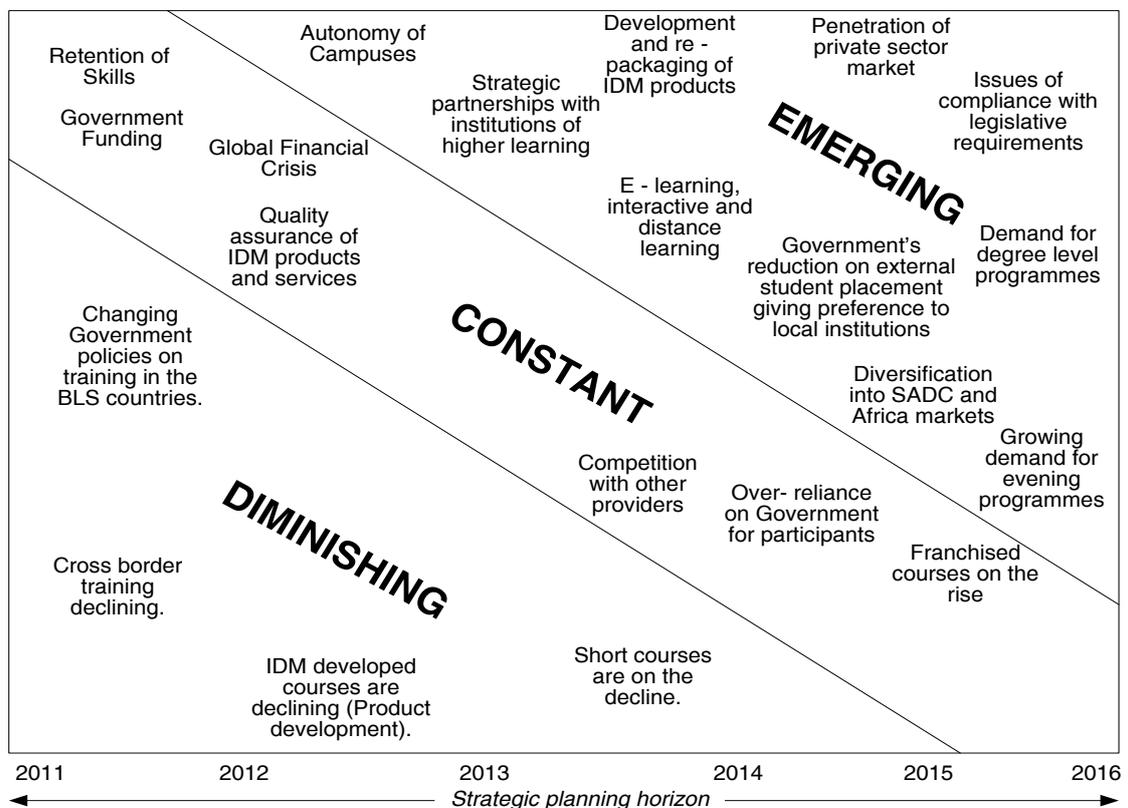
6.1.1.3 SWOT ANALYSIS

The following were identified by IDM personnel as strengths, weaknesses, opportunities and threats for IDM.

STRENGTHS *These confer competitive advantage and can be used to increase market share and differentiation*	WEAKNESSES *These render IDM uncompetitive*
1. All campuses ISO Certified and registered with BOTA and TEC. 2. Registered and accredited courses. 3. Flexibility in the design and delivery of training and consulting services. 4. Retention of qualified, skilled, experienced and empowered employees. 5. Long standing reputation and regional presence(Strong IDM Brand) 6. Government recognition and support. 7. Delivery of franchised courses. 8. Competitive pricing for long and short courses. 9. IDM offices location makes them easily accessible. 10. The Policy environment in IDM is conducive. 11. IDM current partnerships.	1. Non recognition of Local Board and its relationship with the campus. 2. Lack of strategic approach to innovation. 3. Consultancy and research rarely carried out. 4. No tracer studies for IDM graduates. 5. Inadequate physical infrastructure and ICT infrastructure. 6. Absence of IDM - wide information management system. 7. Lack of Human Resource Strategy. 8. Poor essential services for students on evening / part-time programmes 9. Lack of communication strategy. 10. Inadequate research and management consultancy interventions 11. No system to identify and track customer needs and expectations. 12. Dependence on government support. 13. Non-accreditation of some courses. 14. Over relience on External consultants at all Campuses. 15. Inadequate funding for continuous professional development 16. Slow penetration of the private sector.

OPPORTUNITIES *These should be addressed in the Strategy and leveraged for future results*	THREATS *These should be mitigated in time*
1. Availability of private sector market in all areas. 2. Untapped E-learning, interactive and distance learning market in BLS. 3. Government commitment & support 4. Research opportunities. 5. Collaboration with other institutions 6. Diversification into SADC and Africa region markets. 7. Development of satellite campuses. 8. Coordination and standardization of programmes. 9. Government's reduction on external student placement giving preference to local institutions. 10. Training opportunities in the government rationalisation process including mergers of some public sector institutions. 11. Availability of plot for construction of Botswana campus will enable growth. 12. Implementation of the Tertiary/ Higher Education Policies in the three countries. 13. Alignment of institutional operations with Human Resource Development Strategies of the three countries 14. Growing demand for evening programmes. 15. Growing demand for degree and masters level programmes 16. Use of marketing intermediaries to sell products and services 17. Fully utilise the benifits of Regionality. 18. Outsourcing of IDM Facilities not fully utilised(hostels). 19. Partnership with relevant local and international institutions. 20. Students not admitted at institutions of higher learning due to limited space can apply to IDM. 21. Increase strategic partnerships with other tertiary institutions especially BLS universities.	1. Economic crisis and government reduction in training 2. Memorandum of Understanding not revised 3. Constitutive documents not aligned to legislative requirements 4. Lack of understanding of our mandate 5. Overlapping mandates of public training institutions supported from one source. 6. Increased competition particularly in the field of training from local providers. 7. Unpredictable government support. 8. Influx of global training providers into the market. 9. Increased sophistication and packaging of products by competitors. 10. General perception that IDM is an in-service training institute. 11. Reliance on external consultants could compromise on quality of IDM service. 12. High fee structure- comparatively. 13. Sponsorship support from government. 14. Reduction in foreign aid for course sponsorship.

7 STRATEGIC GOALS AND OBJECTIVES FOR THE INSTITUTE OF DEVELOPMENT MANAGEMENT

The following tables outline the Strategic Objectives and Activities plans for the Institute of Development Management.

7.1 Strategic Goal 1: To achieve campus sustainability by 2016

This strategic goal focuses on the business approaches and competitive moves that would help the institute run its operations in a sustainable manner. The constraints and challenges in this strategic goal have been identified and need to be addressed through appropriate interventions.

7.1.1 Strategic Objective: To identify and establish at least three mechanisms suitable for enhancing campuses' efforts to achieve financial sustainability by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Improve access to markets in the BLS, SADC and beyond,	• Penetrate at least three new target markets in BLS, SADC and beyond by 2016	2015/2016	Regional Director
Identify opportunities for networking with potential clients/collaborative partners in the BLS, SADC region and beyond	• Establishment of at least three networks in the BLS, SADC and beyond by 2016	2015/2016	Regional Director
Identify potential donor funding for TRC activities in the BLS campuses and the Regional Office	• At least two collaborating partners/ donors supporting TRC activities per annum by 2016	2011/2016	Regional Director

Provide capacity to campuses for effective establishment of Interactive Distance Learning that would significantly differentiate IDM as a leading edge Institution	• At least three E learning, distance and interactive learning programmes introduced by 2016	2015/2016	Regional Director
Ensure the maintenance of a net surplus of 20% in the BLS campuses by 2016	• BLS campuses increase contribution margin by at least 40% by 2016	2011/2016	Country Directors BLS/Director of Finance
	• BLS campuses reduce over heads costs by 20% by 2016		
	• Cost containment strategy by 2013	2011/2013	
	• Resources utilisation monitoring tools by 2012	2011/2012	
	• Debt collection strategies for BLS campuses by 2016	2011/2016	
Ensue BLS campuses increase private sector revenue inflows to contribute at least 50% of total revenue	• Strategy for entry into Private Sector Markets developed by 2013	2012/2013	CD BLS
	• Products developed to meet private sector needs by 2013.	2012/2013	
	• Differentiated pricing models in the BLS campuses by 2013	2012/2013	

7.1.2 Strategic Objective: To maintain existing and establish five new strategic alliances in BLS, SADC and beyond by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Ensure implementation on the deliverables in the existing Memorandum of Understanding (MOU) and Memorandum of Agreement (MOAs) signed with IDM	• Deliverables in the MOUs and MOAs implemented annually	2011/2016	Regional Director
To coordinate and manage existing alliances and identify new strategic collaborative partners and alliances for campuses and the regional office	• Existing strategic alliances and partnerships coordinated and managed annually • At least two newly established collaborative partners by 2016	2011/2016	Regional Director

7.1.3 Strategic Objective: To build capacity of campuses on market innovation by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Standardise application of the brand across all IDM executions (advertisements, public relations, signage, corporate communication etc)	• Communication Strategy developed and implemented by 2013 • Templates developed for IDM executions in place by 2013. • Market Strategies for BLS campuses in place by 2012	2012/2013	Director of Corporate Services Country Directors BLS

Ensure proper branding of all IDM events internally and externally	• Established and developed brand elements for IDM events annually.	2011/2016	Director of Corporate Services
Sensitise internal stakeholders on brand related activities (Engage staff on brand related campaigns)	• Competent and knowledgeable internal stakeholders on branding the IDM annually.	2011/2016	Director of Corporate Services
Develop and enforce to requirements of the Brand manual	• Functional and user – friendly brand manual by 2013. • Number of non-compliances to the manual.	2011/2016	Director of Corporate Services
Ensure that BLS campuses gain market share	• Annual Market survey • New products and services developed annually	2011/2016	Country Directors BLS

7.2 Strategic Goal 2: To be a preferred service provider.

This strategic goal focuses on the competitiveness of the institute's products and services. Competitiveness is herein understood as a function of management competence, customer satisfaction, innovative strategies, quality, cost and delivery. The constraints and challenges in this strategic goal have been identified and need to be addressed through appropriate interventions.

7.2.1   Strategic Objective: To quality assure all Training, Research and Consultancy activities by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Desk research, Consultations and Benchmarking with institutions of higher learning on quality assurance issues	• Information on quality assurance in institutions of higher learning by 2013.	2012/2013	Director of Corporate Services
Develop detailed procedures for quality assurance and assessment	• Procedure manual on quality assurance and assessment in place by 2014.	2013/2014	Director of Corporate Services
Develop assessment tools to be used for quality assurance matters	• Quality assurance tools in place by 2013.	2013/2014	Director of Corporate Services
Facilitate external audits in the three campuses	• External audits carried out in the campuses annually	2014/2016	Director of Corporate Services

7.2.2 Strategic Objective: To facilitate Product and Process Innovation in the campuses by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Develop a regional strategic programme review and renewal process (Innovation Programme)	• Innovation Strategy developed and implemented by 2013	2012/2013	Regional Director
Facilitate and standardise course offerings with emphasis on distance and e - learning offering in the BLS campuses	• Existence of course portfolio management system by 2016	2012/2016	Regional Director

Coordinate the development of new products and services offered by IDM and evaluate the existing course offering	• Functional TRC programme management by 2016 • Curriculum review bi annually	2012/2016	Regional Director
Ensure accreditation of courses and compliance with national and international statutory and regulatory requirements, and international best practices	• Courses registered and accredited with regulatory bodies nationally, regionally and internationally annually	2012/2016	Director of Corporate Services
Track IDM alumni and its impact on the development of the BLS countries	• Annual number of IDM graduates by programme and course in the alumni body • Tracer and impact studies conducted annually	2012/2016	Regional Director
Facilitate the review of the academic policies	• Align academic policies with regulatory requirements nationally, regionally and internationally annually	2012/2016	Regional Director

7.2.3 Strategic Objectives: To drive the research agenda in IDM by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
To develop Research Policy and Procedures	• Research Policy and Procedures developed and implemented by 2013	2011/2013	Regional Director

Activities	Key Performance Indicators	Timeline	Accountable Agent
To institutionalise research that identifies public and private sector current and future competency requirements for Development Management of Botswana , Lesotho and Swaziland	• At least three research activities undertaken annually.	2012/2016	Regional Director
To organise an international research conference	• Research conference organised in 2013 and 2016	2013 and 2016	Regional Director
To develop an internal journal for IDM stakeholders	• Internal journal developed by 2013	2013/2016	Regional Director

7.2.4 Strategic Objective: To ensure 100 % adherence to good corporate governance principles by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Facilitate evaluation and performance of the Board in line with corporate governance principles	• Evaluation tools for the Board developed and implemented by 2013.	2012/2013	Regional Director
Facilitate realignment of articles and memorandum of association with legislation and corporate governance principles	• Articles and memorandum of association aligned with legislation and corporate governance principles by 2016.	2012/2016	Regional Director
Ensure and monitor that the corporate governance principles cascade to Regional and Local Boards and all other	• 100% compliance with corporate governance principles by 2016.	2012/2016	Regional Director

Activities	Key Performance Indicators	Timeline	Accountable Agent
levels in IDM			
Review Board Charter to include the role and responsibilities of the Local Boards	• Reviewed Board Charter by 2013	2012/2013	Regional Director
Institutionalise and formalise the role of Local Boards as an oversight body on the implementation of campus projects.	• Development and implementation of monitoring tools on implementation of campus projects by 2013	2012/2013	Regional Director

7.2.5 Strategic Objective: To review and strengthen IT infrastructure at the campus level by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Facilitate the development of integrated Management Information System	• Integrated MIS established and operational by 2016	2012/2016	Director of Finance
Identify and Acquire infrastructure suitable for effective E learning, distance and interactive learning programmes.	• Infrastructure in place by 2015	2014/2015	Director of Finance
Acquire student management system	• Student management system in place by 2014	2013/2014	Director of Finance
Acquire Accounting Package suitable for effective and efficient financial reporting and budgetary control	• Accounting package in place by 2014	2013/2014	Director of Finance

7.2.6 Strategic Objective: To achieve 80% customer satisfaction rate on all services provided by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Implement customer feedback system	• 80 % customer satisfaction index by 2016 • Customer perception survey report annually.	2111/2016	CD BLS
Build capacity for IDM staff on customer service	• No of training sessions annually • Measure impact of training sessions annually	Annually	CD BLS

7.2.7 Strategic Objective: To enhance service delivery through human resource capacity building by 2016

Activities	Key Performance Indicators	Timeline	Accountable Agent
Conduct skills audit to establish critical capacity needs bi annually	• Skills audit report bi annually • Skills development programme • Continuous professional development for staff annually	2012/2016	Regional Director
Establish a conducive working environment	• Human Resource Strategy by 2013 • Succession plans in place by 2013 • Attachment of staff to reputable organisations annually • Safety health and wellness strategy by 2013 • Re engineer Business process by 2016	2012/2016	Regional Director

8. CRITICAL SUCCESS FACTORS FOR THE IMPLEMNTATION OF THE REGIONAL OFFICE STRATEGY

8.1 The Institute of Development Management has identified critical success factors which would be used to gauge the success or failure of the Institute.

The diagram below indicates the critical success factors for strategic planning:

8.2 . IDM Critical Success Factors

8.2.1 The IDM Critical Success Factors are divided into three types: business resources, process and systems, and products and services.

8.2.2 Business resources include raw materials (e.g. stock, equipment), the people in the business (including their skill levels) and the funds available to the business (e.g. working capital, access to additional funds).

8.2.3 Processes and systems include IDM operating procedures, the processes and procedures used to train staff and the systems used to deliver the service to IDM clients.

8.2.4 Products and services include the four components of the marketing mix - Place.

8.3 Listed hereunder are the critical success factors derived from the strategic goals and objectives for the Institute.

8.3.1 Business Resources Critical Success Factors

8.3.1.1   Secure financing for the expansion of IDM infrastructure.

8.3.1.2   Ensure sustainable IDM financial position.

8.3.1.3   Maintain the infrastructure needed to achieve conformity to product requirements.

8.3.1.4   Strengthen and develop human resources, through implementation of effective and efficient people management strategies.

8.3.1.5   Implement an Information Technology Management System to ensure efficient management of the Institute's operations and business planning.

8.3.2 Processes and Systems Critical Success Factors

8.3.2.1   Adopt and implement a robust governance structure that supports the efficient operation of IDM.

8.3.2.2   Develop effective tools to ensure implementation and monitoring the strategic plan of the Institute.

8.3.2.3   Develop and deploy an organizational structure that ensures the efficient operations of the Institute.

8.3.2.4   Conduct Management Audits to verify compliance with approved governance principles.

8.3.2.5   Implement and maintain a business management system in compliance with statutory and regulatory requirements of national and/or international tertiary education regulators.

8.3.3 Products and Services Critical Success Factors

8.3.3.1   Implement excellent product development and delivery strategies in terms of training, research and consultancy capability, cost effectiveness, reliability and attractiveness.

8.3.3.2   Adopt a differentiation strategy in marketing and promoting products and services of the Institute.

8.3.3.3   Provide best in class quality service to clients.

8.3.3.4   Provide for and diversify successful stakeholder relationships within the operational precincts of IDM.

8.4   Once the Board has approved the strategic plan, the Institute shall develop detailed annual implementation plans, scorecards/monitoring tools, operational goals and activities, and annual operational budgets for the implementation of the strategic plan.

9.   IMPLEMENTATION, MONITORING AND EVALUATION

9.1   The Balanced Scorecard is a tool that managers can use to measure IDM's operational success through use of cause and effect linkages between daily operations, the strategic objectives and the vision of IDM.

9.2   With Management commitment, the Balanced Scorecard approach to strategy will help ensure that all aspects of the IDM strategy are successfully communicated and implemented throughout IDM by the planned period. It will enable IDM to track that resources and other support necessary for the plan are in place.

9.3   The Key Performance Indicators (KPI), Baselines and activities associated with the strategic objectives will be developed and improved during performance reviews and as their implementation is monitored. Monitoring will enable information to be fed back into the plan to improve refinement of performance indicators and effectiveness. It will also assist in reporting to the various stakeholders and accountability for the various players. Course performance will be reported on to reflect the qualitative aspects as well as contribution to sustainability.

9.4   The Balanced Scorecard Perspectives

9.4.1 The financial perspective defines the financial objectives and provides evidence of whether the sustainability results are being delivered.

9.4.2 The internal business perspective helps identify the processes which IDM should excel at to achieve the product (course) and service quality required to satisfy customers and lead to increased loyalty and patronage, and financial returns. Thus indicators associated with processes will also correlate with customer satisfaction.

9.4.3 The customer perspective has a direct correlation with the financial perspective also represents a view of the inherent reason for existence of IDM.

9.4.4 The learning and growth perspective is the enablers for IDM, representing the staffing, technologies, culture and information and other systems that are required for the new strategic direction.

IDM Balanced Scorecard	
Customer	1. Strategic direction and capacity for implementation of the strategic plan 2. Strong penetration of private sector market and new markets 3. Improvement in policy development and management in BLS 4. Research outputs valued by market 5. Optimum mix of products including e learning, interactive and distance learning
Financial	1. Financially sustainable of IDM Campuses 2. Increase private sector revenue inflows 3. Profitability and performance of products 4. Maintenance of a net surplus of 20% by 2016
Internal Business Processes	1. Management of the IDM brand for institutional integrity 2. Improved access to BLS, SADC and other targeted markets 3. Quality marketing and brand management 4. Well managed and coordinated quality strategic alliances 5. IDM course/production portfolio management system and service delivery model 6. Product incubation and accreditation 7. Functional TRC programme management 8. Integrated information technology systems 9. Quality assurance of TRC activities 10. Compliance with good corporate governance principles
Learning & Growth	1. Retention of skilled, quality faculty and staff 2. Culture of teamwork, innovation and professionalism 3. New technologies 4. Improving work life balance

10. CONCLUSION

10.1 The Board of Governors of IDM shall focus on strategic leadership and oversight, at the Regional level, ensuring that the plan is implemented, giving direction and guidance where required. Regional issues relative to patronage, development governance infrastructure and the business model that are constraining implementation and require the intervention, patronage and/or resourcing of Regional Governments, will be resolved by the Regional boards.

10.2 The Local Boards will work together with their local campus management teams focusing on strategic leadership and oversight to ensure that the campus strategic plan is implemented.

10.3 Local issues relative to patronage, development governance infrastructure and the business model, peculiar to the Country, constraining implementation and requiring the intervention, patronage and/or resourcing of the local Government will be resolved by Local Board.

11. APPENDIX 1: MONITORING AND EVALUATION FRAMEWORK

11.1 STRATEGIC GOAL 1: TO ACHIEVE CAMPUS SUSTAINABILITY BY 2016

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To identify and establish at least three mechanisms suitable for enhancing campuses' efforts to achieve financial sustainability by 2016	• Penetrate at least three new target markets in BLS, SADC and beyond by 2016 • Establishment of at least three networks in the BLS, SADC and beyond by 2016 • Number of collaborating partners/ donors supporting TRC activities at campus level per annum • Number of E learning, distance and interactive learning programmes introduced	• Executive Management report • BLS Campus management reports • BLS Annual Campus Plan	• Three times a year (March July and November) • Three times a year (March July and November) • Annually

11.1   STRATEGIC GOAL 1: TO ACHIEVE CAMPUS SUSTAINABILITY BY 2016

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To identify and establish at least three mechanisms suitable for enhancing campuses' efforts to achieve financial sustainability by 2016	• BLS campuses increase profit margin by at least 40% • BLS campuses reduce over heads costs by 20% • Cost containment strategy • Resources utilisation monitoring tools • Debt collection strategies for BLS campuses • Strategy for entry into Private Sector Markets • Products developed to meet private sector needs. • Differentiated pricing models in the BLS campuses	• Executive Management report • BLS Campus management reports • BLS Annual Campus Plan • Monthly Financial reports from BLS campuses • Monthly debt management reports from BLS campuses • Records of visits to campuses • On site assessments	• Three times a year (March July and November) • Three times a year • Annually • Monthly • Monthly • Three visits per campus per year • As and when the need arise i.e. tip-off investigations

11.1 STRATEGIC GOAL 1: TO ACHIEVE CAMPUS SUSTAINABILITY BY 2016

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To maintain existing and establish five new strategic alliances in BLS, SADC and beyond by 2016	• Deliverables in the MOUs and MOAs implemented • Number of Existing strategic alliances and partnerships • Number of newly established collaborative partners	• Executive Management report • BLS Campus management reports • Collaborative agreements with	• Three times a year (March July and November) • Three times a year (March July and November) • One partnership per

11.1   STRATEGIC GOAL 1: TO ACHIEVE CAMPUS SUSTAINABILITY BY 2016

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
		Tertiary/Higher Education Institutions	year for each campus
To build capacity of campuses on market innovation by 2016	• Communication Strategy developed and implemented • Templates developed for IDM executions in place. • Market Strategies for BLS campuses • Established and developed brand elements for IDM events. • Competent and knowledgeable internal stakeholders on branding the IDM. • Functional and user – friendly brand manual. • Number of non-compliances to	• Executive Management report • BLS Campus management reports • BLS Annual Campus Plan • Marketing activities reports from BLS campuses • Document review of strategies	• Three times a year (March July and November) • Three times a year • Annually • Three times a year • Annually

11.1	STRATEGIC GOAL 1: TO ACHIEVE CAMPUS SUSTAINABILITY BY 2016		
STRATEGIC OBJECTIVE	**KEY PERFORMANCE INDICATOR**	**SOURCE AND METHOD OF DATA COLLECTION**	**FREQUENCY**
	the manual. • Annual Markey survey		

11.2 STRATEGIC GOAL 2: TO BE A PREFERRED SERVICE PROVIDER OF CHOICE

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To quality assure all Training, Research and Consultancy activities by 2016	• Information on quality assurance in institutions of higher learning. • Procedure manual on quality assurance and assessment in place. • Quality assurance tools in place. • External audits carried out in the campuses.	• Executive management reports • Internal and External Quality audits • BOBS External Quality Audits reports • Internal Quality audits reports from campuses	• Three times a year (March July and November) • Every six months • Two reports a year • Two reports per campus per year

11.2 STRATEGIC GOAL 2: TO BE A PREFERRED SERVICE PROVIDER OF CHOICE

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To facilitate Product and Process Innovation in the campuses by 2016	• Innovation Strategy developed and implemented • Existence of course portfolio management system • Functional TRC programme management • Curriculum review bi annually • Courses registered and accredited with regulatory bodies nationally, regionally and internationally • Annual number of IDM graduates by programme and course in the alumni body • Tracer and impact studies conducted • Align academic policies with regulatory requirements nationally, regionally and internationally	• Executive management report • Academic council report • Document review(curricula, new products etc) • Expert/user review (curricula, new products etc) • BLS campuses reports • Post Registration Reports BOTA and TEC	• Three times a year (March July and November) • Three times a year (March July and November) • Three times a year (March July and November) • Annually

11.2   STRATEGIC GOAL 2: TO BE A PREFERRED SERVICE PROVIDER OF CHOICE

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To drive the research agenda in IDM by 2016	- Research Policy and Procedures developed and implemented - Number of research activities undertaken. - Research conference organised - Internal journal developed by 2013	- Publications in Journals - Research Reports from the Academic Council	- Annually - Annually

11.2   STRATEGIC GOAL 2: TO BE A PREFERRED SERVICE PROVIDER OF CHOICE

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To ensure 100 % adherence to good corporate governance principles by 2016	- Evaluation tools for the Board developed and implemented. - Articles and memorandum of association aligned with legislation and corporate governance principles. - Percentage compliance with corporate governance principles. - Reviewed Board Charter - Development and implementation of monitoring tools on implementation of campus projects	- Internal Audit Reports - IDM Annual Reports - Annual General Meeting - External Audit Reports	- Three times a year - Annually in July - Annually in July - Annually in July

11.2 STRATEGIC GOAL 2: TO BE A PREFERRED SERVICE PROVIDER OF CHOICE

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To review and strengthen IT infrastructure at the campus level by 2016	• Integrated MIS established and operational • IT Infrastructure in place • Student management system in place • Accounting package in place • Status of reporting and quality of produced reports	• Student Management system reports • IT Project Management Report • Comparison of actual with planned activities • Financial reports	• Participant exit forms/ • Client exit interviews • Annually • Monthly

11.2   STRATEGIC GOAL 2: TO BE A PREFERRED SERVICE PROVIDER OF CHOICE

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To achieve 80% customer satisfaction rate on all services provided by 2016	• 80 % customer satisfaction index • Customer perception survey report. • No of training sessions annually • Measure impact of training sessions	• Customer perception survey report • Staff Training plan • Administering Training Effectiveness Form	• Bi annually • Annually • Three/six months after a staff member attends training

11.2   STRATEGIC GOAL 2: TO BE A PREFERRED SERVICE PROVIDER OF CHOICE

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	SOURCE AND METHOD OF DATA COLLECTION	FREQUENCY
To enhance service delivery through human resource capacity building by 2016	• Skills audit report bi annually • Skills development programme • Continuous professional development for staff • Human Resource Strategy • Succession plans • Attachment of staff to reputable organisations • Safety health and wellness strategy • Business process re engineering	• Skills Audit reports • Administering training effectiveness form • Executive management Report • BLS campus reports • BLS Safety, Health and wellness reports • Bio data forms (wellness) • Staff Attachments reports	• Annually • Three/six months after a staff member attends training • Three times a year (March July and November) • Three times a year (March July and November) • Three times a year (March July and November) • As and when there are attachments.