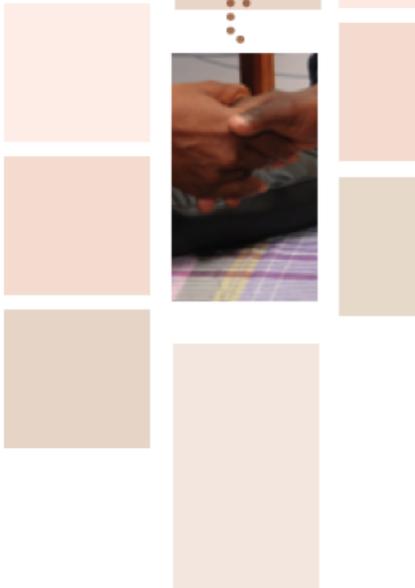


PEEPA

Public Enterprises Evaluation
and Privatisation Agency

Breaking new grounds



Corporate Strategy 2016 - 2021

22 September 2016

Table of Acronyms

AGC	Attorney General’s Chambers
BSE	Botswana Stock Exchange
BTCL	Botswana Telecommunications Corporation Limited
CEO	Chief Executive Officer
DCEO	Deputy Chief Executive Officer
DPSM	Directorate of Public Service Management
EPA	Economic Partnership Agreement
EU	European Union
IMF	International Monetary Fund
IPO	Initial Public Offering
MFDP	Ministry of Finance and Development Planning
MIST	Ministry of Infrastructure, Science and Technology
MITI	Ministry of Investment, Trade and Industry
MSP	Ministry of the State President
MOU	Memorandum of Understanding
MTC	Ministry of Transport and Communications
NDB	National Development Bank
NDP	National Development Plan
NSO	National Strategy Office
PE	Public Entity
PEEPA	Public Enterprises Evaluation and Privatisation Agency
PMP	Privatisation Master Plan
PMS	Performance Management System
PPP	Public Private Partnership
PSOP	Public Services Outsourcing Programme
SADC	Southern African Development Community
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
UK	United Kingdom

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Welcoming Remarks



CEO's Remarks

Introduction and Objectives



Introduction

This Corporate Strategy 2016-2021 for the Public Enterprises Evaluation and Privatisation Agency (PEEPA) describes the direction that PEEPA will take in order to meet its mandate and objectives over the coming five years. This is the fourth Corporate Strategy for PEEPA, which has been developed in conjunction with the move to Ministry of the State President in April 2016. The Corporate Strategy 2016-2021 reflects PEEPA's shift towards becoming a mature public entity (PE) with an increased role to play in the privatisation and monitoring of PEs in Botswana.

Background to PEEPA

The Public Enterprises Evaluation and Privatisation Agency (PEEPA) was established in 2001 following the approval of the Privatisation Policy for Botswana (Government Paper No.1 of 2000). The Presidential Cab 16(B)/2010 (of 3rd June 2010) further directed PEEPA to take on the added responsibility of implementing privatisation decisions that are made by the Cabinet.

The mandate of PEEPA is therefore to advise the Government of Botswana on privatisation strategies and to implement the privatisation programme, which includes commercialisation, restructuring, outsourcing and divesture intervention, monitoring of performance of PEs, as well as promoting good corporate governance.

Specific Objectives

For the five year strategy period running from 2016 to 2021, the following five strategic objectives have been adopted by PEEPA:

1. To drive stakeholder buy-in
2. To promote privatisation and public sector reform
3. To establish a compelling staff value proposition
4. To create a fit-for-purpose organisation
5. To minimise project funding constraints

Strategic Context

Strategy Review

The Corporate Strategy 2016-2021 was built, in part, on the experience of the past three Corporate Strategies. The analysis of the previous strategies – particularly the Corporate Strategy 2011-16 – provided lessons to be learnt from its implementation. The review of the last Corporate Strategy was performed based on PEEPA’s identified strategic objectives and their associated Strategic Initiatives.

The review indicated that overall, PEEPA had limited success in achieving the objectives established in the Corporate Strategy 2011-2016. There was one privatisation through the initial public offering (IPO) of Botswana Telecommunications Corporation Limited (BTCL) in 2016 with progress made towards the privatisation of the National Development Bank (NDB) over the strategy period following other commercialisation efforts. Further, progress has been made with respect to a small number of outsourcing programmes, whilst PEEPA has commenced measuring the performance of parastatals with an increasing level of awareness and confidence in PEEPA by the public sector.

There is a perception that, despite its successes, PEEPA could have achieved more over the 2011-2016 strategy period. There continues to be a need to transform the economy – particularly through the private sector – in line with PEEPA’s vision with significant work still remaining regarding both divestiture and public services outsourcing. As with most parastatals, PEEPA remains heavily reliant on Government subvention as well as funding by the relevant line ministries for privatisation efforts.

PEEPA: Strengths and Challenge

PEEPA has demonstrated a number of organisational strengths as well as some areas of improvement. Areas of strength include PEEPA having a professional and trainable workforce with a diverse skillset, resulting from PEEPA’s relatively flat structure. There also appears to be a growing reputation and increasing public awareness of PEEPA following the successful listing of BTCL, although further public education is required.

Some of the identified areas of improvement include low staff morale and motivation; believed to be a result of a perceived lack of appreciation, poor communication across the organisation, job uncertainty stemming from an unimplemented organisational structure and perceived low remuneration packages.

The biggest challenge for PEEPA in the execution of its mandate is the current institutional and legislative setup within which it operates. This makes it difficult to positively influence decision-making throughout the privatisation value chain. Too often, and for varying reasons, implementing entities are seemingly unwilling or unable to execute transactions agreed to by Cabinet. The absence of legislation (e.g. a privatisation law) to compel stakeholders to act in conformance to agreed actions and timelines means that PEEPA will need increase (proactive) stakeholder management in selling a positive business case for public sector reform.

Strategic Context

Responding to Opportunities and External Challenges

In reviewing the external environment, a number of opportunities and challenges have been identified. Although there is a common understanding across key stakeholders that PEEPA has been tasked with facilitating privatisation through an advisory role, there are issues of clarity surrounding the extent to which PEEPA should be involved in the identification of privatisation targets, the development of a robust business case for the privatisation of targeted entities and the role played during the implementation of the privatisation.

It is imperative that there is political backing for far-reaching and accelerated privatisation across all levels of Government and within parastatals. Bureaucratic processes involved in privatisation appear to be a significant impediment to the efficient and timely execution of PEEPA's mandate. However it is also clear that the economic burden of a growing number of Public Entities is having a significant impact on the fiscal position on the Government and its ability to provide services to the public of Botswana.

A significant lack of awareness surrounding the role of PEEPA remains, implying a need for further educational mechanisms that address the positive impacts of privatisation and what this means for citizens, employees of the target parastatals and the Government. Although it is recognised that job growth is attainable through a growing private sector, there appears to be an unclear link between outsourcing and a rise in net employment.

Strategic Context

SWOT Analysis

A SWOT analysis was used to consolidate the findings from a strategic situational analysis which were then placed into logical groupings to form the building blocks for this Corporate Strategy.

	STRENGTHS	WEAKNESSES
INTERNAL	<p>PEEPA has the following STRENGTHS:</p> <ol style="list-style-type: none"> 1. A professional and trainable complement of staff with diverse skills and unique experience capable of delivering effectively on the Agency's mandate 2. A powerful value proposition premised on the mandate and status as an independent advisor and implementer of the privatisation programme 	<p>PEEPA has the following WEAKNESSES:</p> <ol style="list-style-type: none"> 1. Poor development and advocacy of business case and associated mechanisms resulting in inability to source and control funding for effective implementation of targeted initiatives 2. Inadequate stakeholder education resulting in lack of buy-in 3. Low staff morale and motivation due to, inter alia, ineffective implementation of performance management
	OPPORTUNITIES	THREATS
EXTERNAL	<p>PEEPA can seize the OPPORTUNITIES brought about by:</p> <ol style="list-style-type: none"> 1. Leveraging success and momentum brought about by the BTCL privatisation 2. A powerful value proposition based on the need for the country to diversify the economy whilst improving public sector service delivery 3. The perception of increased leverage through being positioned at the Ministry of the State President to influence the speed of execution of privatisation related decisions 4. To drive PEEPA's agenda in line with Government's inability to sustain an increasing number of public entities within the wider fiscal environment 	<p>PEEPA must manage the potential THREATS brought about by:</p> <ol style="list-style-type: none"> 1. Inadequate buy-in from key external stakeholders in the execution of PEEPA's mandate 2. Bureaucratic Government processes which pose a threat to the timely execution of privatisation projects 3. Lack of political will for privatisation and political influence across privatisation programmes 4. Lack of administrative will for privatisation programmes

Strategic Context

Positioning Botswana as a Private Sector-Led Economy

An understanding of PEEPA's current operating environment – and the subsequent development of any Corporate Strategy – must take into consideration the country's prevailing economic conditions and economic outlook.

This analysis is made even more poignant by the advent of Botswana's 50th year of independence. During this period, the nation has experienced remarkable economic growth and has made impressive strides across all national developmental indices. This has largely been due to the country's good governance record, prudent macroeconomic and fiscal management, stable political environment and low corruption levels; all of which have allowed the nation's public sector-driven economy to leverage its large endowment of natural resources.

Despite the significant progress made to date, Botswana still faces a number of challenges, both internally and externally. These include:

- High levels of poverty and inequality; concentrated in pockets across the country's rural areas
- High unemployment – particularly among the nation's youth – driven by a mismatch of available skills and those sought by local companies
- Persistent high levels of HIV/AIDS; although recent evidence indicates that the efforts put forth to curb the pandemic are reducing transmission rates and greatly improving treatment outcomes
- Water and power shortages which continue to constrain private sector growth
- Efficiency and service delivery challenges across the public sector
- A need for increased analysis and prioritisation when selecting development projects so as to reduce the risk of poor implementation. Although the Government agrees with this need in principle, the country still lacks a rational cost-benefit analysis framework

The 2015 Botswana Article IV Report conducted by the International Monetary Fund (IMF) presents a generally favourable economic outlook for the country in the medium term. It does however, point to some short-term difficulties resulting from the slow-down in the global commodities market – particularly the diamond market – which dragged Botswana into a technical recession in 2015.

In response, the Bank of Botswana and the Government of Botswana instituted accommodative monetary and expansionary fiscal policy which should result in a return to positive growth in 2016. Further encouragement was received after the first quarter of 2016 saw an improvement in the global diamond market however it is yet unclear as to whether this represents a fundamental shift in market dynamics or a result of the recently ended Christmas season.

Strategic Context

Another noteworthy development is that of the signing of an Economic Partnership Agreement (EPA) between 6 members of the Southern African Development Community (SADC) – including Botswana – and the European Union (EU) on 10 June 2016. This agreement should open up the European market to the SADC economies, and thus, support exports.

The IMF provided two economic growth forecasts for Botswana. The base forecast indicated an average compound annual growth rate of 4.3% between 2016 – 2020 with an alternative scenario, based on improved efficiency in the public sector investment programme, indicating increased non-mining growth of 1.2% per annum over the same period. Further progress towards a private sector-led economy would better position the country to achieve the forecasted growth.

Of note is the fact that both the forecasts above and the signing of the EPA occurred prior to the United Kingdom's (UK) vote to leave the EU. Consequently, there remains some uncertainty over the mid-term implications that the vote in question will have on trade between Botswana and the UK and the overall effect that this will have on the Botswana economy.

Recently released employment data by Statistics Botswana indicates that 2 207 jobs were created between 2013 and 2015, despite an estimated net increase of 40 000 new job seekers. This demonstrates a slowdown in employment growth and reduced employment opportunities for Botswana across the public and private sectors.

On the whole, the privatisation landscape in Botswana, presents a number of opportunities to propel the country forward. Broadly, these fall into one of three categories:

- Improved efficiency of state-owned enterprises – potentially through restructuring and/or the inclusion of private sector management – in order to return them to profitability, reduce their burden on the Government's finite resources and to facilitate job creation and private sector growth
- Improved service delivery by Government organs through the introduction of operational efficiencies, potentially driven by increased private sector participation (i.e. outsourcing and/or divestiture)
- Increased economic diversification and citizen participation in the national economy, potentially through the establishment of appropriate regulatory environments to encourage private sector growth

PEEPA, with its broad mandate, has a large role to play in the exploitation of the first two and considerable influence on the third. The strategy, contained within this document, seeks to position PEEPA within this nuanced landscape in order to realise its vision to be the leader in the transformation of Botswana towards an efficient private sector led economy.

Strategic Framework

The Strategic Framework sets out the way in which PEEPA, as an organisation, strives to grow and perform as a leading PE in Botswana. The Vision, Mission and Values provide the overall direction for PEEPA's strategic outcomes.

Each element of the Strategic Framework has been developed in response to PEEPA's mandate and remains largely unchanged from the previous strategy; reflecting their continued importance and relevance to PEEPA and its stakeholders.

Vision

To be the leader in the transformation of Botswana towards an efficient private sector led economy.

Mission

To provide quality advice and effectively implement the privatisation programme, and monitor the performance of Public Entities to ensure efficient service delivery.

Values

Professionalism

We perform our daily duties with enthusiasm and conviction, whilst taking responsibility for our actions and decisions.

Integrity

We are honest, transparent and act in accordance with high ethical and moral principles.

Quality Service

We maintain high standards in the delivery of innovative services to customers.

Teamwork

We collaborate effectively with our colleagues in order to achieve our common goals.

Corporate Strategy

Overview

PEEPA's strategic direction was formulated during a series of Strategic Planning workshops with the PEEPA Management team on 19 May 2016 and 24 May 2016 and a Strategic Planning workshop with the Board and Management team on 2-3 June 2016. Staff were also consulted through focus groups and a situational analysis presentation in May 2016.

The strategic framework was used to derive overarching organisational goals. Using the Situational Analysis and SWOT, two themes were identified which would need to be addressed in order for the organisation to reach these goals. Strategic objectives were then formulated around these themes with 12 initiatives developed in order to meet PEEPA's stated strategic objectives.

A fourth workshop was held with the PEEPA Management team on 29 June 2016 to validate the Strategic Framework, Direction and Objectives and Initiatives. The session was also used to develop a corporate scorecard which articulated Key Performance Indicators (KPIs), set performance targets and mapped responsibilities and accountabilities across all departments.

A final draft of the completed Corporate Strategy 2016 – 2021 was provided to management on 9 August 2016 for review and comments, before presentation to the Board Audit Committee for endorsement on 8 September 2016 and to the PEEPA Board for approval on 22 September 2016.

The Corporate Scorecard and High-Level Implementation plan were also developed in consultation with the Board Audit Committee and the PEEPA Board. The Corporate Scorecard has been cascaded to Departmental level and a high-level Implementation Plan and Strategic Risk Register has been developed.

New Strategic Direction: 2016-2021

PEEPA's Vision, Mission and Values remain largely unchanged from the previous strategy period. The addition of the word *efficient* in the Vision reflects a desire for not just a transfer of services and assets to the private sector, but for it to be done in a way that reaps added benefits for the wider economy. The consolidation of the Values from six to four is reflective of a desire to be a more focused organisation. Collectively, these changes are indicative of the continued importance and relevance of PEEPA's strategic framework for both it, and its numerous stakeholders.

Another key change in the strategic direction of the organisation was a move to focus on fewer, more targeted strategic objectives and initiatives. This should allow the organisation to concentrate both its resources and efforts on a handful of high priority, high value outcomes.

Corporate Strategy

Strategic Goals

To transfer BWP 5 billion in recurrent budget to the private sector

In order to promote private sector participation in the delivery of Public Services, PEEPA will assist the Government of Botswana to transfer BWP 5 billion in recurrent budget to the private sector by the end of the 2020 – 2021 financial year.

To transfer BWP 1 billion in assets to the private sector

PEEPA will drive the transfer of public assets from the Government of Botswana to the private sector of Botswana through the transfer of BWP 1 billion in assets by the end of the 2020 – 2021 financial year

Strategic Themes

Dynamic operating model

PEEPA will create a work environment that enables it to provide the Government of Botswana, and other key stakeholders, with leading advisory services.

PEEPA will do this by developing and implementing an operating model with the right processes, policies and technology as well as an appropriate governance and organisational structure. This will allow PEEPA to be more proactive and influential in the execution of its mandate.

Outcome driven transformation

PEEPA will inculcate a results driven culture within the organisation. In so doing, PEEPA seeks to guarantee the approval, and buy-in, of its initiatives by key external stakeholders.

PEEPA will do this by developing and driving an aggressive stakeholder engagement plan which is underpinned by robust research and business case development, as well as a programme of ongoing advocacy and provision of expert advisory services.

Corporate Strategy

Strategic Objectives

To drive stakeholder buy-in

By enhancing our engagement with stakeholders, elucidating the benefits of privatisation as they pertain to each stakeholder group and developing buy-in and support for the privatisation agenda across the economy.

To promote privatisation and public sector reform

By focusing on the Privatisation Portfolio, improving parastatal monitoring and performance improvement as well as transforming and driving benefits realisation for our shareholder and the citizenry of Botswana as a whole.

To establish a compelling staff value proposition

Through the articulation and implementation of its commitment to its staff, PEEPA will recruit talented staff and develop and nurture talent in order to attract and retain the necessary staff to drive organisational performance and employee output.

To create a fit-for-purpose organisation

By adopting an operating model which enhances policies, processes and the existing organisational structure to bring long-lasting benefits for our organisation.

To minimise project funding constraints

By leveraging increased stakeholder buy-in, proactively articulating the business case for all of our initiatives and seeking additional sources of revenue in order to drive our privatisation and public efficiency agenda

Corporate Strategy

Strategic Initiatives

To drive stakeholder buy-in

- 1.1 Institutionalise a dynamic Stakeholder Management Strategy
- 1.2 Implement the Communications Strategy

To promote privatisation and public sector reform

- 2.1 Implement the Privatisation Portfolio*
- 2.2 Implement targeted performance monitoring
- 2.3 Implement a corporate governance framework

To establish a compelling staff value proposition

- 3.1 Implement new staff value proposition
- 3.2 Improve leadership capability
- 3.3 Improve and monitor staff engagement
- 3.4 Improve staff performance

To create a fit-for-purpose organisation

- 4.1 Implement an adaptable operating model
- 4.2 Implement new organisational structure
- 4.3 Enhance strategic partnerships

To minimise project funding constraints

- 5.1 Proactively increase project funding

* Privatisation Portfolio comprises the targeted entities established in the PMPPII and other relevant policies or government directives

Corporate Strategy

MANDATE: To advise Government on the strategies for privatisation as well as implementation of privatisation, which includes commercialisation, restructuring, outsourcing and divestiture interventions for the effectiveness and efficiency of Public Enterprises and Ministries.

MISSION: To provide quality advice and effectively implement the privatisation programme, and monitor the performance of Public Entities to ensure efficient service delivery.

VISION: To be the leader in the transformation of Botswana towards an efficient private sector led economy.

CORE VALUES

Professionalism Integrity Quality Service Teamwork

STRATEGIC GOALS

To transfer BWP 5 billion in recurrent budget to the private sector

To transfer BWP 1 billion in assets to the private sector

STRATEGIC THEMES

Dynamic operating model

Outcome driven transformation

STRATEGIC OBJECTIVES AND INITIATIVES

To drive stakeholder buy-in	To promote privatisation and public sector reform	To establish a compelling staff value proposition	To create a fit-for-purpose organisation	To minimise project funding constraints
1.1 Institutionalise a dynamic Stakeholder Management Strategy	2.1 Implement the Privatisation Portfolio	3.1 Implement new staff value proposition	4.1 Implement an adaptable operating model	5.1 Proactively increase project funding
1.2 Implement the Communications Strategy	2.2 Implement targeted performance monitoring	3.2 Improve leadership capability	4.2 Implement organisational structure	
	2.3 Implement a corporate governance framework	3.3 Improve and monitor staff engagement	4.3 Enhance strategic partnerships	
		3.4 Improve staff performance		

Corporate Scorecard



Strategic Objective	Objective Measure(s)	Initiative	Initiative Measure(s)	Responsible Department	Accountable Department
1. To drive stakeholder buy-in	Percentage funding received for privatisation projects	1.1 Institutionalise a dynamic stakeholder management strategy	Completed Generic Stakeholder Management Strategy	Communications	Office of the CEO
			Completed Project Specific Stakeholder Management Strategy	Communications	Office of the CEO
			Adherence to Stakeholder Management Strategy	Communications	Office of the CEO
	Adherence to Privatisation Portfolio	1.2 Implement Communications Strategy	Completed Communications Strategy review	Communications	Office of the CEO
			Adherence to Communications Strategy	Communications	Office of the CEO

Corporate Scorecard



Strategic Objective	Objective Measure(s)	Initiative	Initiative Measure(s)	Responsible Department(s)	Accountable Department
2. Promote privatisation and public sector reform	Adherence to Privatisation Portfolio*	2.1 Implement the Privatisation Portfolio*	Adherence to Public Services Outsourcing Strategy	Public Services Outsourcing	Office of the CEO
			Adherence to rationalisation plan	Privatisation and Restructuring	
			Adherence to divestiture plan	Performance Monitoring	
	Implement a corporate governance framework	2.2 Implement targeted performance monitoring 2.3 Implement a corporate governance framework	Drive the adoption of privatisation legislation	General Corporate Counsel	Office of the CEO
			Adherence to periodic reporting on prioritised list of public entities	Performance Monitoring	Office of the CEO
			Adherence to corporate governance framework	Performance Monitoring	Office of the CEO

* Privatisation Portfolio comprises the targeted entities established in the PMP/II and other relevant policies or government directives

* Proposed sector: e.g. energy, aviation, beef

Corporate Scorecard



Strategic Objective	Objective Measure(s)	Initiative	Initiative Measure(s)	Responsible Department	Accountable Department
3. Establish a compelling staff value proposition	Candidate attraction rate	3.1 Implement new staff value proposition	Documented staff value proposition	Human Resources	Office of the CEO
	Staff engagement survey results (leadership section)	3.2 Improve leadership capability	Staff engagement survey results (leadership section)	Human Resources	Office of the CEO
	360° feedback (during performance reviews)		360° feedback (during performance reviews)		
	Staff engagement survey results (overall survey)	3.3 Improve and monitor staff engagement	Staff engagement survey results (overall results)	Human Resources	Office of the CEO
High performance rating	Adherence to staff engagement plan				
		3.4 Improve staff performance	Performance contracts in place	Human Resources	Office of the CEO
			Adherence to Performance Management System (PMS)		

Corporate Scorecard



Strategic Objective	Objective Measure(s)	Initiative	Initiative Measure(s)	Responsible Department	Accountable Department
4. Create a fit-for purpose organisation	Percentage of external projects manned as per proposed plan	4.1 Implement an adaptable operating model	Completed review of current operating model Adherence to operating model implementation plan	Office of the CEO	PEEPA Board
		4.2 Implement organisational structure	Adherence to organisational structure implementation plan	Board Human Resource Committee	PEEPA Board
	Adherence to Privatisation Portfolio	4.3 Enhance strategic partnerships	New partnerships developed	Office of the CEO	Office of the CEO

Corporate Scorecard



Strategic Objective	Objective Measure(s)	Initiative	Initiative Measure(s)	Responsible Department(s)	Accountable Department
5. Minimise project funding constraints	Percentage of projects not delayed by funding	5.1 Proactively increase project funding	Percentage of business cases funded	Office of the DCEO	Office of the CEO
			Percentage of third party funding received		

Strategy Implementation

Introduction

This section describes the key elements, mechanisms and tools to be used as part of the strategy implementation. Implementation through a process of monitoring, measuring and reporting is essential to the successful delivery of the Corporate Strategy.

Corporate Strategy Ownership

The Board is the ultimate owner of the Corporate Strategy 2016–2021. It is responsible for providing oversight and monitoring the progress towards implementation of the Corporate Strategy. The Board delegates the day-to-day implementation of the strategy to the Executive Management team and the responsibility for monitoring, reviewing and measuring strategic outcomes to the CEO. Consequently, each Department is responsible and/or accountable for the respective initiatives allocated to it in the Corporate Scorecard and Departmental Scorecards.

Measuring Progress

Ongoing measurement of the Corporate Strategy’s execution is one of the most important tools for achieving success. Individual departments are responsible for monitoring progress against each action linked to the strategic objectives and Initiatives. Detailed KPIs exist against these actions to measure progress, with the Office of the CEO being responsible for collating and reviewing Departmental Scorecards. This should provide for consistent application of measures across quarterly and yearly reporting periods.

The Office of the Strategy and Programmes Manager is responsible for measuring progress against the Corporate Strategy at the organisational level. This should be supported by an independent review at the end of each phase of the Implementation Plan at Appendix A. The measures (including formulas) in the Corporate Scorecard provide a robust tool to ensure consistency across reporting periods.

Reporting and Updates

Ongoing reporting against the progress of strategic objectives and initiatives is critical to ensure that there is sufficient strategic oversight by the Board. It is recommended that the following reporting actions occur:

1. Departments – ongoing communications to staff on the progress against relevant strategic objectives and initiatives within each respective department
2. Executive Management – monthly updates and presentations about overall progress and achievements at each EXCO meeting
3. Board – quarterly updates reviewing the actual performance against expected strategic progress, to be included as a standing agenda item for all Board meetings

From time-to-time, updates on progress against strategic goals and objectives will be provided to the shareholder, and other stakeholders as required.

Strategy Implementation

Reviewing the Corporate Strategy

It is recommended that the Board initiate an independent review of progress against the Corporate Strategy at the end of each phase of the Implementation Plan. This will provide added transparency for the Board to monitor progress against desired outcomes and to validate the existing internal reports provided by the CEO. It will also ensure that PEEPA remains aligned to its strategic direction.

A comprehensive review of the Corporate Strategy 2016-2021 should also be completed just prior to the end of the 2016-2021 strategic period. This will allow an assessment against the desired strategic outcomes and enable the development of the next Corporate Strategy.

Cascading to Departments

The Corporate Scorecard is to be cascaded to each department at PEEPA, by allocating responsibility and accountability for each of the 12 initiatives based on an agreed RACI matrix.

The Departmental Scorecard details the individual actions and associated KPIs to be completed by each Department. Ongoing progress and completion of these actions rolls up into the overall progress and completion of initiatives at the organisational level. This enables individual actions to be captured in organisation-wide measuring and reporting outputs.

To ensure there is a common understanding and buy-in from employees, the Corporate Strategy should be socialised with all staff. The Head of Department and Management team of each Department should also communicate responsibilities contained within Departmental Scorecards. This will ensure a common drive towards achieving the desired strategic outcomes across the organisation.

Implementation Plan

An Implementation Plan describes when, how and by whom each of the initiatives will be implemented, ensuring that there are sufficient resources allocated to achieve success within the allocated time period. The Implementation Plan should be monitored on an ongoing basis to identify potential risks, avoid slippages and ensure timelines are met.

A high-level implementation plan has been developed to support the Corporate Strategy 2016–2021 and can be found as an Appendix.



Breaking new grounds

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