

# BUSINESS ESWATINI

## STRATEGIC PLAN

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2018-2021

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## **ACRONYMS**

|          |   |
|----------|---|
| AFCFTA   | African Continental Free Trade Area                           |
| AGOA     | African Growth and Opportunity Act                            |
| BCC      | British Chambers of Commerce                                  |
| BE       | Business Eswatini   |
| CEO      | Chief Executive Officer                                       |
| CRM      | Customer Relationship Management                              |
| EU- EPAs | European Union - Economic Partnership Agreement               |
| EU       | European Union  |
| FESBC    | Federation of Swaziland Business Community                    |
| FSE&CC   | Federation of Swaziland Employers & Chamber of Commerce       |
| FTA      | Free Trade Area   |
| HODs     | Heads of Departments  |
| HR       | Human Resources   |
| ICT      | Information Communication Technology                          |
| ILO      | International Labour Organisation                             |
| IOE      | International Organization of Employers                       |
| IR/SP    | Industrial Relations and Social Policy                        |
| KPAs     | Key Performing Areas  |
| KPIs     | Key Performance Indicators                                    |
| KYM      | Know – Your – Member  |
| MOU      | Memorandum of Understanding                                   |
| PESTEL   | Political Economical Social Technological Environmental Legal |
| PPPs     | Public Private Partnerships                                   |
| SADC     | Southern African Developing Countries                         |

|         |  |
|---------|--|
| SEDCO   | Swaziland Entrepreneurship Development Company         |
| SEPARC  | Swaziland Economic Policy Analysis and Research Centre |
| SIPA    | Swaziland Investment Promotion Authority               |
| SPPRA   | Swaziland Public Procurement Regulatory Agency         |
| SWOT    | Strengths Weaknesses Opportunities Threats             |
| TUCOSWA | Trade Union Congress of Swaziland                      |
| TVET    | Technical Vocational Education and Training            |
| US      | United States  |

## **FOREWORD BY THE PRESIDENT**

On behalf of the Board of Directors of Business Eswatini, I would like to express our gratitude and sincere thanks to the International Labour Organisation (ILO) for their support, financial and capacity, in the development of the 2018-2021 Business Eswatini Strategic Plan.

The Strategic plan comes at a time when Eswatini is facing several challenges which include fiscal deficiencies amongst others. For Business Eswatini, this calls for improved advocacy and representation of the private sector in order to stimulate and sustain economic activity.

This Strategic Plan, having been informed by a Perception Survey of business and other stakeholders, has been made to prioritise the needs of Business Eswatini membership and the business community at large as a matter of urgency.

The Business Agenda 2018-2019 which also informed the Strategic Plan, highlights some of the key pillars that business views as critical to resuscitate the economy. The Strategic Plan also seeks re-direct the activities of Business Eswatini Secretariat to devote more time and energy on advocacy issues.

It is also critical to invite members to use Business Eswatini to advocate for improved processes in their respective industries to influence the ease of doing business. A lack of engagement by members, as it has been noted, leads to compromised effectiveness of the organisation.

I wish to thank all members and all other stakeholders who contributed towards the Strategic Plan.

**Andrew le Roux – Business Eswatini President**

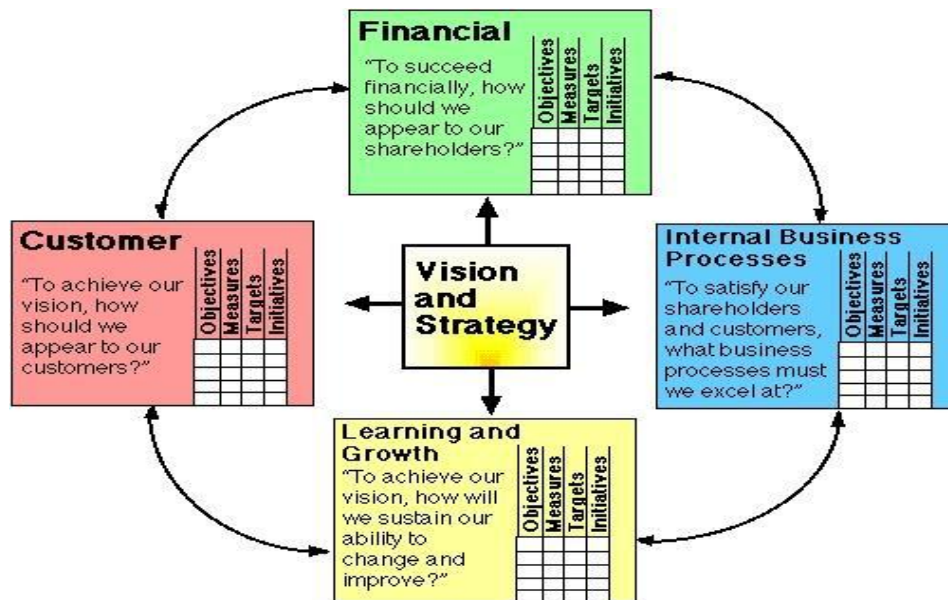
## **1.0 EXECUTIVE SUMMARY**

The organization has been guided by a strategic plan which ended in 2017 hence the need to formulate a new one. This strategy should inform the annual operation plans of the federation for the next 3 years from 2018- 2021. The strategic plan has been developed through a highly participative and consultative process. The major stakeholders of Business Eswatini including, but not, limited to Government, organized business, organized labour, Employees, Management, Board Development Partners, Membership and many others have been involved in the process of developing this strategic plan.

The strategic planning exercise was preceded by a perception survey to measure the level of satisfaction and general perception of the Federation by Members and key stakeholders. The perception survey report was presented during the strategy session to inform the environmental scanning exercise for strategy development. Members were reached through a structured questionnaire while the other stakeholders were engaged on a one on one basis through strategic representation.

In coming up with the strategic thrusts/ focus areas, two strategic planning tools were used being, the balance score card as well as the PESTEL (Political, Economic, Social, Technological Environmental and Legal). The balance scorecard has four themes as indicated in the diagram below.

## 1.1 THE BALANCE SCORE CARD



## 1.2 The PESTEL (Political, Economic, Social, Technological, Environmental and Legal Environment)

Based on the perception survey as well as the other models used during the strategy sessions, the following highlights were made.

- 1.2.1 There is a great need to focus on the core mandate of Business Eswatini, being advocacy and lobbying. It was observed that the secretariat is spending more time with non-core services as opposed to the founding objectives of Business Eswatini. This shift is not sustainable for the future and not desirable to the Membership
- 1.2.2 There was a gap in terms of member engagement and communication. It was felt that the secretariat could as well be doing things on behalf of members but this is not well communicated to members hence the reduction on the level of satisfaction within the membership.
- 1.2.3 It was also noted that Business Eswatini needs to develop **strong accountability** between the secretariat and members who represent Business Eswatini in various strategic Boards to ensure that there is informed representation on key issues facing BE, as well a structured mechanism on feedback and progress.

- 1.2.4 It also came up that there is a very urgent need to develop and re-invigorate stakeholder **engagement frameworks** with key strategic partners in putting forward the advocacy agenda of Business Eswatini.
- 1.2.5 There is a need to focus on **sustainability models** to improve revenue generation, collection coupled with cost containment.
- 1.2.6 The **internal processes** of the secretariat needs **strengthening** in terms of capacity and responsiveness including human capital and general infrastructure.
- 1.2.7 There is need to align services with member needs and core mandate as well as development of robust **monitoring and evaluation frameworks**.

Based on the outcomes identified above, there are five strategic focus areas identified as key for the 3 years 2018-2021;

- a. To prioritize advocacy and lobbying as a key founding objective of Business Eswatini to align with the Business Agenda.
- b. To develop an effective communications strategy with membership.
- c. To strengthen stakeholder engagement with members and key strategic partners.
- d. To realign Business Eswatini business models including services and subscriptions to better position the entity for sustainable and effective delivery.
- e. To rebrand the organization in line with the name change of the country.

A new vision and mission, together with new values were identified. It was emphasized that these strategic statements should be translated into robust internal processes and deliverable actions of business Eswatini.

A comprehensive SWOT analysis was carried out using the chosen modes. The SWOT analysis as well as strategic thrusts were used to inform action plans with indicators for adoption by the Board.

It is important to note that the strategic plan actions have not been costed and as such, it is expected that in each budget circle, strategic action points should be costed and included in the budget.



## **2.0 INTRODUCTION AND BACKGROUND**

Business Eswatini (BE) is the mouth- piece for organized business and employers in Eswatini. Business Eswatini, formerly known as Federation of Swaziland Employers and Chamber of Commerce (FSE&CC) came out of an amalgamation of the Swaziland Chamber of Commerce & Industry (formed in 1916) to the Federation of Swaziland Employers (formed in 1964) in July 2003. It is the leading private sector business organization acting as a bridge for cooperation between business and government on efforts to help remove barriers to trade, mobilize investment, foster a good environment for business, and promote good practice in corporate governance and corporate citizenship.

It represents more than 600 businesses including Eswatini's top 200 companies, employing the vast majority of workers outside of Government. Membership is voluntary and open to businesses/employers of any size or industry.

The organization is able to deliver its mandate through the Secretariat working in conjunction with the Business Eswatini Board of Directors and members within specific and ad hoc committees whose mandate is to pursue the interests of the larger membership. Below are the strategic drivers of Business Eswatini and consequent structures.

The broader vision of Business Eswatini is to be an inclusive, unifying and representative business umbrella body that fosters a conducive, vibrant and sustainable economic environment for Eswatini. The organization's mission is to effectively engage in and influence policy decisions affecting the business community; provide efficient, relevant, professional and quality services to business for sustainable growth and development and lastly; to seek to ensure that the Government of Swaziland (GoS) and other stakeholders understand and appreciate the role and the contribution of business in promoting economic growth in Eswatini. The work of Business Eswatini revolves around advocacy and lobbying for the interests of members, representation of members in various statutory and non-statutory bodies and the provision of services.

## **THE VISION, MISSION AND CORE VALUES STATEMENT**

### **VISION**

To be the Voice of Business in Eswatini.

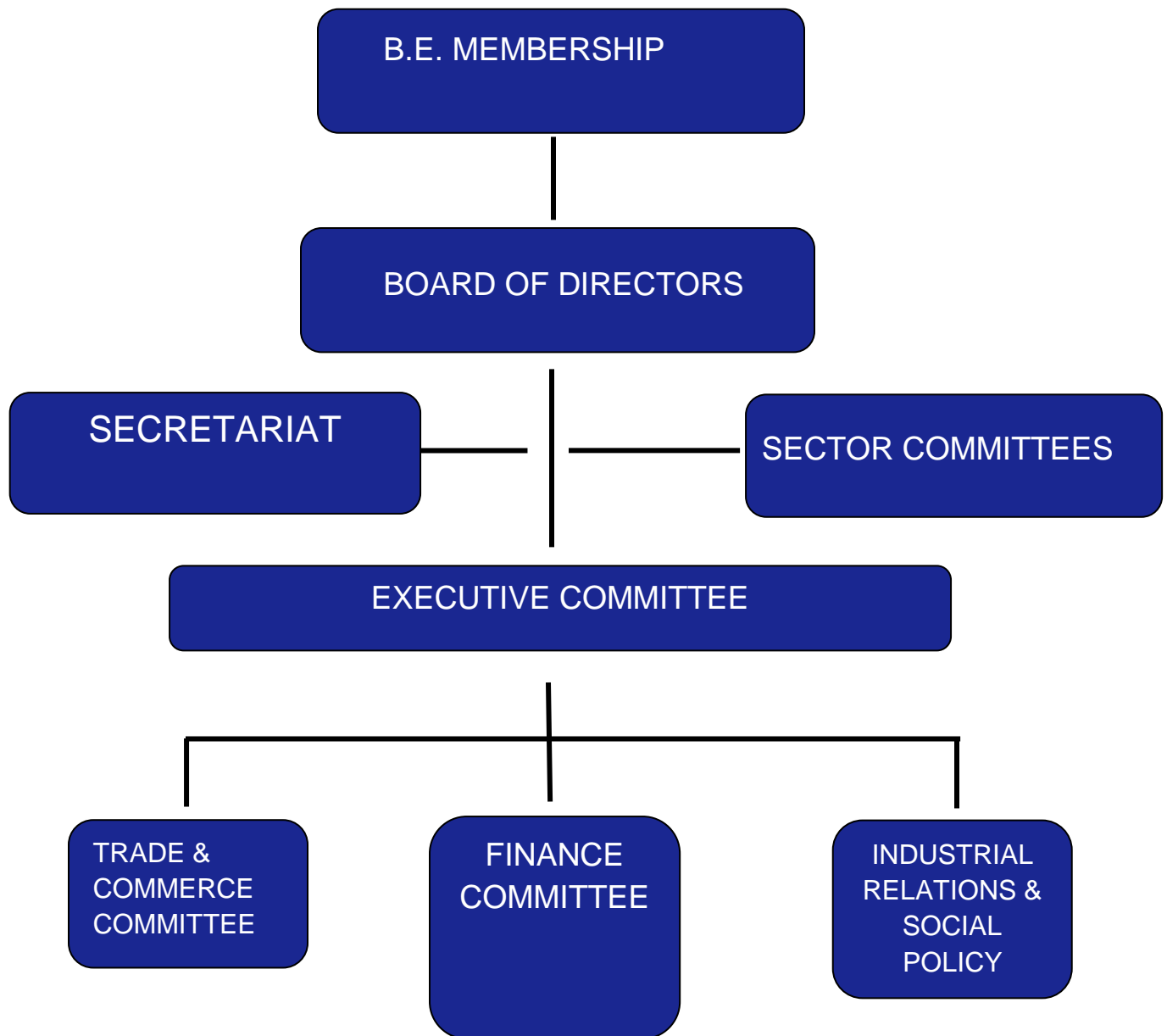
### **MISSION**

To promote a conducive business environment through advocacy, stakeholder engagement, representation and delivery of useful services to members.

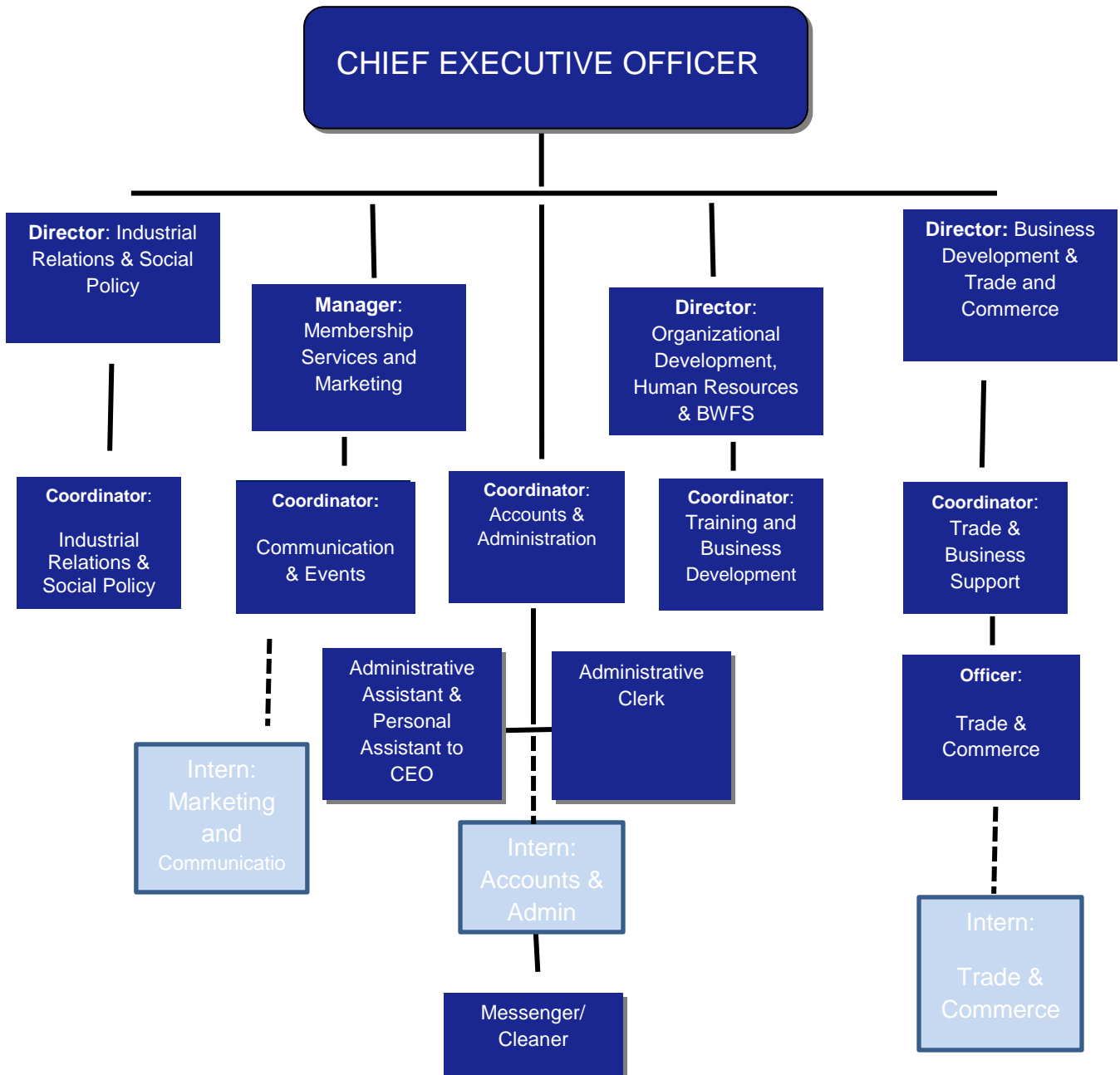
### **CORE VALUES**

- Accountability
- Inclusivity
- Effectiveness
- Quality
- Agility

## B.E. GOVERNANCE STRUCTURE



# THE SECRETARIAT



### **3.0 THE ESWATINI ECONOMY**

The Kingdom of Eswatini is a small, landlocked, open economy, with close trade and financial ties with South Africa. Around 70% of the country's 1.3 million people are based in rural areas. 63% of the population lives below the national poverty line and 42% below the international poverty line. Unemployment stands at 23% of active population in 2017. Income inequality remains one of the highest in the world, reflecting high unemployment and unequal distribution of wealth (UNDP Human development report 2016). A lower middle-income country, it registered a GDP of US\$4,118 billion in 2015 (current prices).

The economy comprises agriculture (10% GDP), industry (37%) and services including Government (52%). Manufacturing of Coca-Cola concentrate and sugar-related processing, other agriculture and agro-processing (vegetables, fruits, meat, etc.), forestry and mining are the mainstays of the economy. Tourism has a potential to develop. Eswatini's economy has a relatively small domestic market size. In previous periods, Swaziland has relied on exports as an engine of growth. The country accounts for 0.01% of the world imports and exports, exports still have to be diversified as sugar commodity remain the dominant export products.

In the 1980's, Swaziland registered rapid average economic growth that far surpassed those of other members of SACU, SADC and COMESA countries. However, economic growth started deteriorating in the 1990s with the situation significantly worsening since 2011. Real GDP growth rate remains stays muted at around 1% in 2016 to the first quarter 2018 and growth is not expected to return rapidly in relation to fiscal challenges and declining investment flows to the country.

The low-growth levels are blamed on 2015/2016 exceptional drought, a weaker mining sector, and a difficult external environment, especially as South Africa's economic performance and monetary policy impacts directly on the local economy. South African market accounts for an estimated 90% of Eswatini's imports and consumes about 60% Swazi exports. The national budget is highly reliant on the Southern African Customs Union (SACU) revenues (43% of Government receipts in 2017/2018 budget). The country has been experiencing growing fiscal deficits leading to growing public debt (25% of GDP in 2016/2017)

There is a need to do more to attract private sector investment into the country at a particularly low level. The government is also aware of this need to attract both foreign and domestic investments to raise economic growth and employment and has presented recent initiatives to facilitate such investment, such as the Private Sector Development Strategy (PSDS), the Investor Road Map (IRM)

and the Economic Recovery Strategy (ERS). Unfortunately, the actual implementation of these strategies is slow, with limited impact on the ground. Thus, the Eswatini Investor roadmap from 2005, relaunched in 2012, recommended various regulatory reforms to improve the country's competitiveness; but several key reforms remain to be completed and the momentum to improve the business/investment environment need to be regained (in the World Bank Doing Ease of Doing Business report 2018, the country's ranking has deteriorated standing at 112 out of 159 countries). The legal and regulatory environment is unpredictable as the executive and parliamentary processes to draft and amend legislation are lengthy and slow.

#### **4.0 2014-2017 STRATEGIC REVIEW**

The 2018-2021 Strategic Plan comes in to shape the direction of Business Eswatini and re-align according to the changes that have occurred in the business environment, with the 2014-2017 Strategic Plan having come to an end.

The 2014-2017 Strategic Plan has assisted to crystallize the mandate of the organization and translate it into plans of action which were carried out by the secretariat in the period under review. Some of the achievements made, though without challenges, include the improvement of the relations with stakeholders (especially Government) and the improvement of the organization's visibility which remains a work in progress.

Positive engagement of all stakeholders remains a critical ingredient for the organization to work harmoniously and in line with the mandate given by members. Again, this remains an area of focus even in the 2018-2021 strategic plan.

## 5.0 SWOT ANALYSIS

| STRENGTHS   | WEAKNESSES   | OPPORTUNITIES  | THREATS  |
|---|--|--|--|
| Reduced communication costs   | Underutilized Business Eswatini website  | Availability of social media platforms that are effective communication modes  | Slow and unreliable IT infrastructure  |
| Improved relations with Government ministries   | The Website is not continuously updated.   | Explore other sources of energy (e.g. green sources Solar energy, wind energy)   | Flawed ICT Legislation in the country  |
| Platforms to discuss advocacy issues <ul style="list-style-type: none"> <li>• Sector meetings</li> <li>• Mandate meetings</li> <li>• Numerous communications channels (newsflash, social media, website, CRM, print media)</li> </ul> | Lack of capacitating and work plans aligned to CRM                                       | Increase production of ethanol for domestic and export use for pollution conscious consumers                             | High uncompetitive communication costs compared to SADC region                                       |
| Improved perception (the organisation has improved such that it is not where it used to be)   | High staff turnover (absence of benchmarking exercise to unearth causes and remedies)    | Water harvesting opportunities exist (dams, PPP's)   | Government's manual communication system resulting in inefficient communication. e.g. lack of emails |
| Improved visibility from where we used to be  | Insufficient member participation in BE programmes & meetings                            | To unpack and analyse impact of draft policies and legislation to give members an opportunity to influence such policies | Climate change (for agriculture industries, inflation, economy)                                      |
| Improved relations with TUCOSWA and FESBC   | Poor attendance of sector meetings   | Develop partnerships with new legislators  | Corruption is predominant  |
| Committed Board   | Vague membership categorization leads to confusion among members.                        | Opportunity to leverage on MOUs with SIPA, SEDCO, SPPRA, SEPARC (especially on research & resource Centre)               | Over regulation of industry impedes with ease of doing business                                      |
| Loyal top members   | Diverse activities result in lack of focus on the core mandate of advocacy and lobbying. | Identify and get funding from development partners   | Lack of policy to drive government   |

| STRENGTHS  | WEAKNESSES  | OPPORTUNITIES  | THREATS   |
|--|---|--|---|
| A strong and dedicated Executive Committee   | Inadequate review of the strategy   | Engagement at a regional and International levels and through SADC Private Sector Forum and the IOE to improve benchmarking with other similar organizations. (Labour Law Guide) | Policy instability in the country                                     |
| FSE&CC (BE) Brand is perceived positively  | Lack of proper induction as a result of poor recruitment processes                                  | Regional development issues (migration, portability of social security benefits, industrialization)  | Conflicting and fragmented policy and regulatory initiatives          |
| Good relations with ILO, EU, Taiwan and US embassies.                                | Lack of overall annual service (advocacy, consultancies, trainings, seminars and events) evaluation | Participation in the development of the new Decent Work Country Programme  | Poor consultation by government on policy and legislative development |
| Constitution of Business Eswatini in place   | Offering low demand services e.g. Work permits, structured programs on training calendar            | Rebranding and revitalization of organisation would give improved impetus  | Inefficient and expensive judiciary processes                         |
| Good relations with strategic partners<br>- Accredited service providers (trainings) | Absence of database of external consultants   | New export market opportunities<br>-AGOA re-instatement<br>-SADC-EU EPA<br>-Taiwan Agreement<br>-AFCFTA  | Lack of policy coherence within government                            |
| Sufficient internal controls   | Lack of overall annual service evaluation – developing meaningful indicators                        | Platforms to influence policy<br>-IRMU<br>-BCC   | Lack of fiscal discipline within Government                           |
| Presence of Policies: (Finance & Travel), Production of Management Accounts          | Lack of advocacy strategy and implementation plan   | Public Private Partnership policy framework is in place  | Lack of responsiveness and accountability                             |
| Ability to generate revenue through subs, seminars, trainings and events             | Member responsiveness to engage on issues   | Available tripartite structures  | Government fiscal position is weak                                    |



| STRENGTHS  | WEAKNESSES   | OPPORTUNITIES   | THREATS   |
|--|--|---|---|
| Well – positioned to mobilise additional resources in terms of our relationships with development partners | Under-utilisation of various communication channels                              | Reformation of social protection systems  | Tax regime; restrictive to economic growth  |
|  | Absence of quality management systems- advocacy tools                            | Education and training sector reform<br><br>-National Qualifications Framework (TVET) | Increasing indirect taxes   |
|  | inequitable prices service offering in advocacy (membership categorization)      |   | Consequences of poorly drafted legislation/not creating a conducive business environment                                  |
|  | The organizational structure is not well aligned in terms of collective advocacy |   | Government crowding out private investment (lack of a privatization policy)   |
|  | Lack of a comprehensive Finance Policy; Risk; Procurement;                       |   | Stagnant economic growth  |
|  | High ratio of expenditure to guaranteed income                                   |   | Uncoordinated economic empowerment<br><br>Inefficiency as a result of government bureaucracy<br><br>Bloated public sector |
|  | Inadequate reserves  |   | Poor Public service delivery  |
|  | Single major source of income (subs)   |   | High Poverty levels   |
|  | Budgeting process not aligning to strategy                                       |   | Scarcity of relevant skills for industry  |

| STRENGTHS | WEAKNESSES  | OPPORTUNITIES | THREATS  |
|-----------|---|---------------|--|
|           |   |               | (e.g. tourism. Skill deficit data is required to inform advocacy agenda) |
|           | Changing focus/priorities<br>(monitoring and evaluation framework)  |               | High unemployment rate   |
|           | Lack of adherence to Membership exit process  |               |  |
|           | Insufficient capacity to prepare concept notes for resource mobilization (Tap into strategic service providers) |               | Absence of national social protection                                    |
|           |   |               | Ineffective public health system   |

## 6.0 ACTIVITY PLANS (P.T.O.)

## THRUST 1: PRIORITIZE ADVOCACY AND LOBBYING

| IDENTIFIED GAP   | OBJECTIVES  | ACTION   | TIME FRAME     | ACTION INDICATOR   |
|--|---|--|----------------|--|
| Diverse activities result in lack of focus on the core mandate of advocacy and lobbying. | To reposition the organization in line with advocacy and lobbying as the core mandate | Restructure the organization to re-align departmental KPAs and KPIs to focus on advocacy and lobbying and less on services and events. | December, 2018 | Change of job description and development of departmental action plans that are consistent with the business agenda. |
|  |   | Conduct skills audit to inform skills levels on advocacy.  | December 2018  | Skills audit report  |
|  |   | Capacity building relating to all advocacies and lobbying skills. E.g. developing position papers.                                     | July 2019      | Approved training plan implemented   |
|  |   | Develop an advocacy strategy and implementation plan   | August 2018    | Advocacy Strategy and implementation plan in place   |
|  |   | Develop an advocacy monitoring and evaluation framework  | August, 18     | A monitoring and evaluation framework in place   |
|  | Prioritize the implementation of Business Agenda 2017-2019                            | Develop an implementation plan for the 2017-19 Business Agenda   | December 2018  | Business Agenda 2017-19 implementation plan in place   |

## THRUST 2: RE-ALIGN COMMUNICATION STRATEGY

| IDENTIFIED GAP                       | OBJECTIVES  | ACTION   | TIME FRAME                               | ACTION INDICATOR   |
|--------------------------------------|---|--|--|--|
| Ineffective communication processes. | To strengthen communication with members and other stakeholders | Carry out a communications audit for B.E.                      | August 2018                              | Communications audit report in place                       |
|                                      |   | Review Communications Strategy                                 | August 2018                              | Reviewed Communications Strategy in place                  |
|                                      |   | Capacity Building including communications officer replacement | Ongoing                                  | Training Plan in place                                     |
|                                      |   | Have sector meetings, member visits and calls                  | At least 2 meetings per sector per annum | Sector minutes, sector position papers, Member information |

### THRUST 3: STAKEHOLDER ENGAGEMENT

| IDENTIFIED GAP   | OBJECTIVES  | ACTION  | TIME FRAME | ACTION INDICATOR                          |
|--|---|---|------------|---|
| In-adequately engaged stakeholders. E.g. Members, Board & Government | To strengthen Stakeholders' engagement                      | Develop a stakeholder engagement framework  | June 2019  | Stakeholder engagement framework in place |
|  |   | Conduct a stakeholder analysis to inform the organization of their needs and expectations | June 2019  | Stakeholder analysis report               |
|  |   | Implement stakeholder analysis report   | On-going   | Progress Reports                          |
|  |   | Leverage on collaborative frameworks/MOUs with stakeholders                               | On-going   | Progress Reports on implementation        |
| Ineffective feedback on current advocacy issues                      | To strengthen feedback mechanism on current advocacy issues | Develop an effective feedback mechanism. E.g. meeting minutes, newsletters,               | On-going   | Feedback mechanisms in place              |
|  |   | To strengthen the Know-Your-Member Campaign (KYM)   | On-going   | Accurate Member information and needs     |

|  |  |  |          |                             |
|--|--|--|----------|-----------------------------|
|  |  | Re-invigorate strategic visits and calls | On-going | Consistent strategic visits |
|--|--|--|----------|-----------------------------|

**THRUST 4: RE-ALIGN BUSINESS MODEL INCLUDING SERVICES AND SUBSCRIPTIONS- RE-ALLOCATION OF RESOURCES AND ORGANIZATIONAL STRUCTURE**

| IDENTIFIED GAP  | OBJECTIVES   | ACTION  | TIME FRAME    | ACTION INDICATOR                 |
|---|--|---|---------------|----------------------------------|
| Secretariat's focus on non-core services at the expense of founding objectives. | Realigning service provision in line with new mandate, i.e. Focussing on advocacy and lobbying | Conduct a needs assessment for the organisation             | December 2018 | Member needs catalogue developed |
|   |  | Identify key strategic partners to deliver services         | January 2019  | Database of service providers    |
|   |  | Develop monitoring and evaluation framework of all services | January 2019  | Framework in place               |
|   |  | Refine Service Level Agreement                              | March 2019    | Signed Service Level Agreements  |
| Vague membership categorization and benefits                                    | To re-align and develop a meaningful categorization framework                                  | Review the membership categorization and benefits           | June 2019     | Revised Membership Category      |
| Inadequate reserves   | Increase revenue generation while reducing costs   | Enforce constitution on non-payment of subscriptions        | On-going      | Decreased defaulting members     |
|   |  | Re-align expenditure to focus more on the core mandate      | On-going      | Revised budgets                  |

|  |  |   |                |                                   |
|--|--|---|----------------|-----------------------------------|
|  |  | Leverage or development partners to enhance advocacy and lobbying on strategic issues of interest.                      | On-going       | Additional resources for advocacy |
| Insufficient capacity to engage strategic development partners for resource mobilization | To put in place capacity development framework | Identify a strategic partner to offer proposal writing services.  | December 2018  | Strategic partners identified     |
| Governance of the BE not in line with best practice                                      | To align BE Governance with best practices     | Benchmark governance (structure) of employer/business member organizations  | December 2018  | Benchmark Report                  |
|  |  | Review the constitution to allow for the change in the organizational structure as informed by the benchmarking report. | September 2019 | Amended Constitution              |
| High staff turnover (absence of benchmarking exercises)                                  | To improve staff retention                     | Benchmark retention strategies  | February 2019  | Benchmarking Report               |



|  |                        |   |               |   |
|--|------------------------|---|---------------|---|
|  |                        | Develop a recruitment and retention strategy as informed by the benchmarking report | May 2019      | Recruitment and Retention Strategy in place and implemented |
|  |                        | Review HR and related policies  | November 2019 | Revised Policies  |
|  | Improve staff capacity | Conduct a skills audit  | December 2018 | Skills Audit Report   |
|  |                        | Develop a staff training plan   | March 2019    | Staff training plan   |
|  |                        | Resource mobilisation for capacity building   | Ongoing       | Training Budget   |

**THRUST 5: RE-BRANDING THE ORGANIZATION IN LINE WITH THE NAME CHANGE TO ESWATINI**

| IDENTIFIED GAP                        | OBJECTIVES                                    | ACTION   | TIME FRAME     | ACTION INDICATOR                    |
|---------------------------------------|---|--|----------------|-------------------------------------|
| People misconstrue FSE&CC with FESBC. | Strengthen organizational brand               | Change name to Business Eswatini                           | July 2018      | Name changed in Companies Registry  |
|                                       |   | Review Brand Manual  | August 2018    | New Brand Manual                    |
|                                       | Resource mobilisation for rebranding campaign | To carry out Resource mobilisation for rebranding campaign | June 2018      | Rebranding exercise budgeted for    |
|                                       | Improve visibility of new brand               | Promotion of new brand through awareness campaigns         | September 2018 | Stakeholders awareness of new brand |

## **7.0 MONITORING & EVALUATION**

The organization strategic plan is a joint effort by membership of the Federation (BE) and as such, it is not a program in nature, but rather an effective tool by the organization. Monitoring and evaluation of this strategic document therefore becomes paramount and an important focal area towards the attainment of the strategic goals set and their impact.

The CEO of the organization will, on quarterly and annual basis, produce organizational performance reports for presentation to and adoption by the Board. Quarterly reports will be subject to review by the Board in the quarterly meeting while the annual reports will be instrumental as basis for annual review of the direction of the organization.

The Board shall meet, at minimum, on a quarterly basis to discuss issues of mutual interest, as well as considering the performance reports from the CEO. Such considerations shall be followed by recommendations for actions on issues arising from the implementation of the strategic plan.

The organization shall hold an annual strategic performance reviews meeting where the implementation of the strategic action plans shall be subjected to review in order to inform the coming year. Such a review will consider significant changes in the environment under which the organization is operating and take necessary steps to adjust the strategic plan towards achieving more for the organization, taking advantage of emerging opportunities in the environment. The annual reviews meetings will have output in the form of strategy review reports with action items flowing from such meetings and reports.

## **8.0 ANNEXURES**

8.0.1 FSE&CC (BE) Perception Survey Report [\(linked herewith\)](#)