STRATEGIC PLAN

2020/21 – 2024/25

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CHAIRMAN'S FOREWORD

CEO'S MESSAGE

1. Background

## 1.1. Who we are – Mandate and Functions

OUR MANDATE

The Basotho Enterprises Development Corporation (BEDCO) was established by an Act of Parliament: BEDCO Act No.9 of 1980 (as amended) as a parastatal of the Government of Lesotho mandated "to promote the development of Basotho-owned enterprises and of Indigenous entrepreneurial skills and for connected purposes."
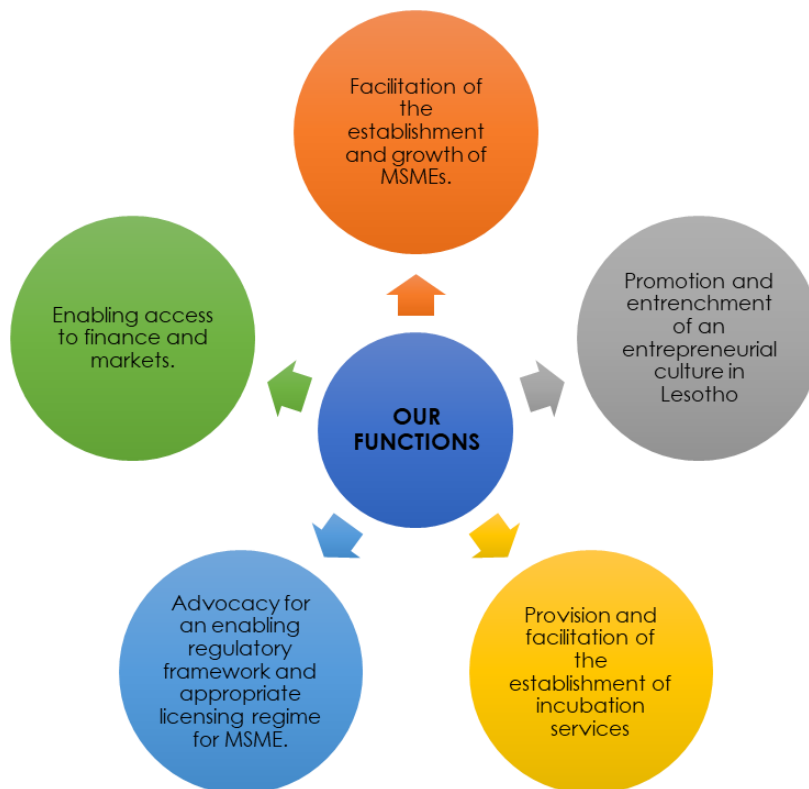
2. Operating Environment

2.1. Lesotho's Economic Environment

Figure 1: Lesotho's economic challenges
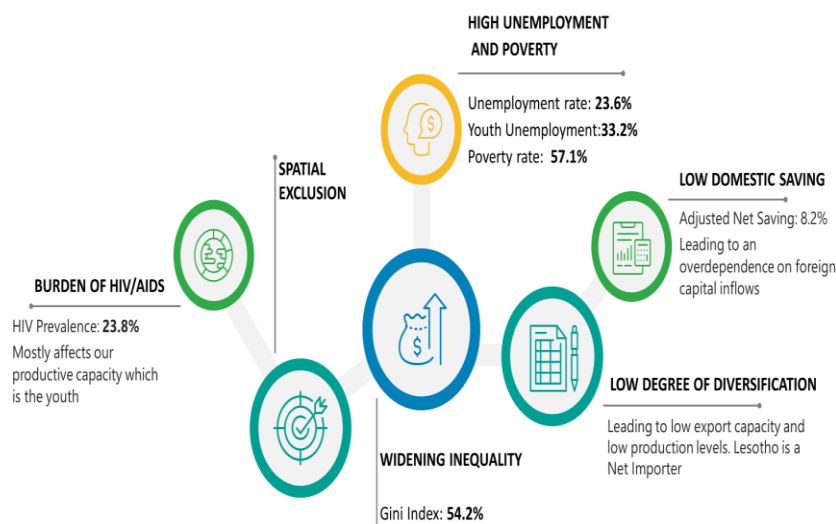
Lesotho faces numerous economic challenges. Being a net importer, the country is highly susceptible to external shocks, which are mainly supply-side in nature and adversely affect the economic stability of the country.

Source: http://hdr.undp.org/en/countries/profiles/LSO

Figure 2: Size of MSME Sector in Lesotho
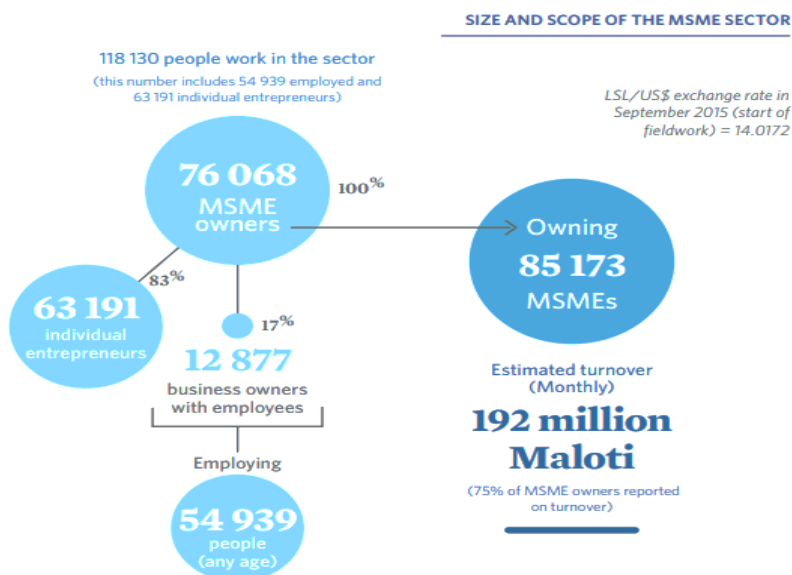
According to FinScope (2016), the MSME sector in Lesotho has an estimated turnover (Monthly) 192 million Maloti, which is largely driven by the wholesale, retail and agriculture sectors.

Source: FinScope MSME Lesotho 2016

Figure 3. MSME Business Sector

Business sector

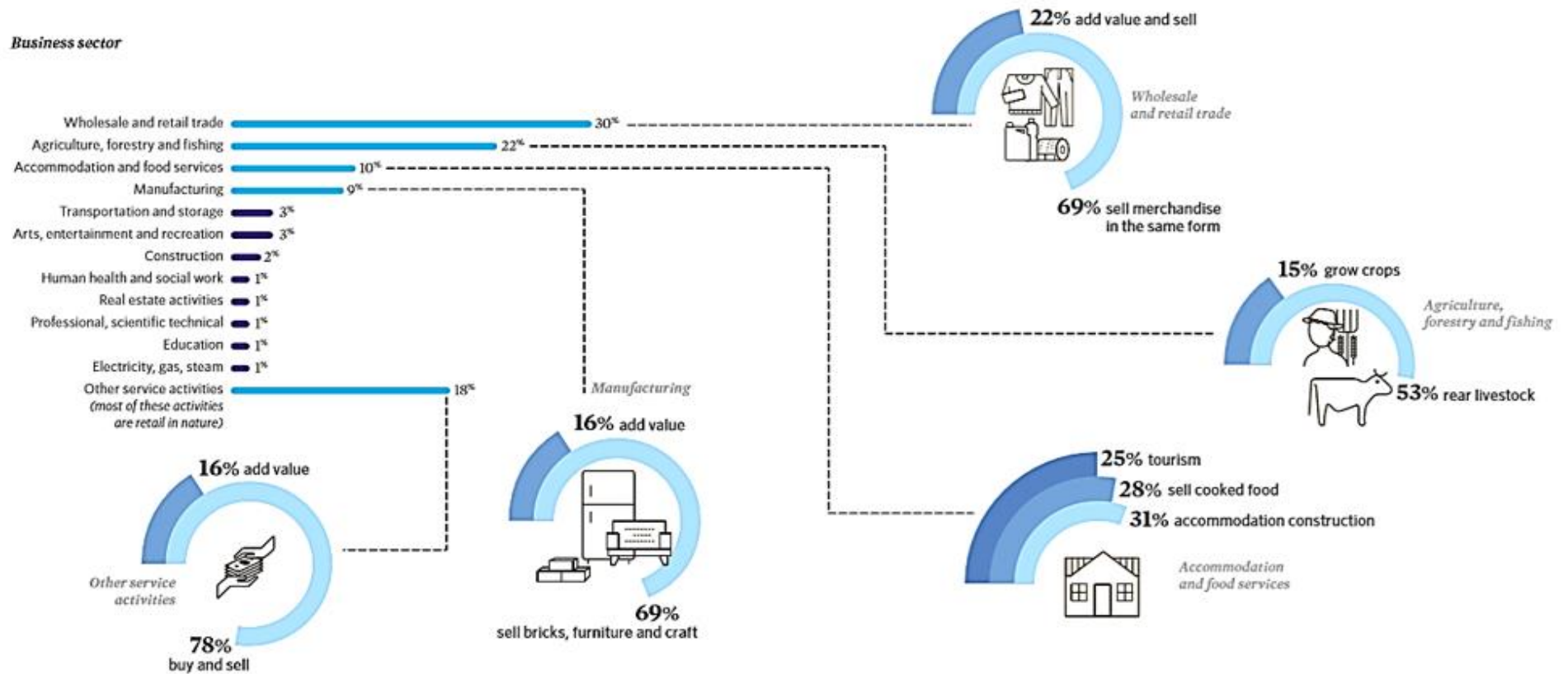|	
Wholesale and retail trade	30%
Agriculture, forestry and fishing	22%
Accommodation and food services	10%
Manufacturing	9%
Transportation and storage	3%
Arts, entertainment and recreation	3%
Construction	2%
Human health and social work	1%
Real estate activities	1%
Professional, scientific technical	1%
Education	1%
Electricity, gas, steam	1%
Other service activities (most of these activities are retail in nature)	18%

Wholesale and retail trade
22% add value and sell
69% sell merchandise in the same form

Agriculture, forestry and fishing
15% grow crops
53% rear livestock

Manufacturing
16% add value
69% sell bricks, furniture and craft

Accommodation and food services
25% tourism
28% sell cooked food
31% accommodation construction

Other service activities
16% add value
78% buy and sell

Source: FinScope MSME Lesotho 2016

2.1.1. NSDP II

The National Strategic Development Plan (NSDP)II under the theme "In pursuit of economic and institutional transformation for private sector-led job creation and inclusive growth" aims to address Lesotho's economic challenges. The NSDP II strives to transform Lesotho from a consumer-based economy to a producer- and export-driven economy.

The NSDP has identified four key priority areas and sets out a jobs and growth strategy anchored on the four productive sectors—agriculture; manufacturing; tourism and creative industries; and technology and innovation.

Figure 4: NSDP II Key Priority Areas

2.1.2. COVID-19 Pandemic

The COVID-19 pandemic and subsequent national lock-downs necessitated by it have negatively impacted many businesses especially in the MSME sector as they have struggled to sustain operations. The most impacted sectors have experienced challenges such as reduction in sales, urgent need for cashflow to meet operational requirements; the requirement to retrench; absence of business continuity plans; and impact on import and export abilities.

2.2. BEDCO's Internal Environment

Figure 6: BEDCO limiting factors

BEDCO has over the years struggled to offer the full range of service offerings for Enterprise Development mainly due to several limiting factors.

3. Vision, Mission, Strategic Intent and Values

The primary basis of the 2021/25 BEDCO strategy is the Government of Lesotho (GOL)'s National Strategic Development Plan (NSDP) II and the MSME policy. The strategy draws from the first Key Priority Area (KPA) of the NSDP II, "Enhancing Inclusive and Sustainable Economic Growth and Private Sector Job Creation". The outcomes under this KPA are depicted below.

Figure 7: NSDP II KPA 1 Outcomes

BEDCO's strategy recognizes the significant role that entrepreneurship plays in the achievement of the NSDP II and therefore aims to provide a more focused approach to the development of Basotho enterprises, based on the NSDP identified priority areas. The strategy has also taken into consideration the impact of COVID-19 on Lesotho's economy.

The strategy aims to address several institutional challenges that have been identified as limiting factors towards the achievement of the BEDCO mandate. These challenges have been identified from various external stakeholder sessions

from the Institutional Review project that BEDCO is carrying out and staff engagement sessions. Financial sustainability, human capital and organizational effectiveness (governance and leadership) are the major limiting factors that the strategy aims to address. BEDCO recognizes the importance of partnerships especially with the private sector in the execution of its mandate. The strategy therefore aims to transforming BEDCO towards playing a more coordinating role while also identifying areas where it would directly be involved, these being areas where it would provide the biggest value.

3.1. Vision, Mission and Five-Year Strategic Intent

VISION

"A progressive and sustainable organisation, positively impacting the socio-economic development of Lesotho"
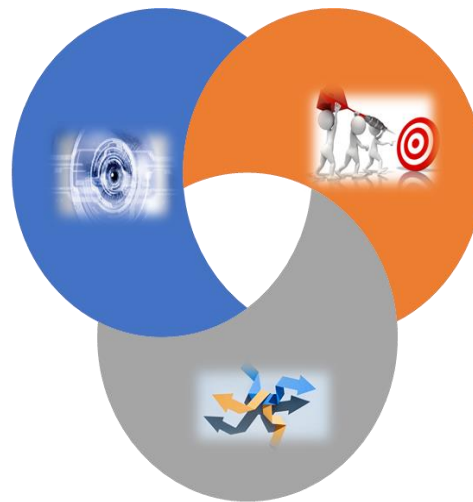
MISSION

"To establish and promote viable and sustainable MSMEs"

STRATEGIC INTENT

"To lead and coordinate the establishment, development and promotion of sustainable Basotho enterprises focusing on the priority sectors identified in the NSDP II"

3.2. Values

The values have been derived from the behaviours that we need to address and those that we need to develop to support the implementation of the strategy. They will be supported by a robust culture change program to ensure that the behaviours of BEDCO staff are aligned to and supportive of the strategy requirements.

Communication

We communicate openely amongst our self, with our clients and our stakeholder.

Teamwork

We will work as a united team and always strive to help each other.

Accountability

We will be responsible in carrying out our duties and answerable for our actions.

Proactivity

We will proactively engage with our partners for solutions towards delivery of our mandate. We will serve our clientele without waiting to be directed.

Committment

We will carry out our work with dedication and timeliness.

4. Key Priority Areas

Five areas that will guide the execution of the strategy over the five years have been prioritised. Allocation of human and financial resources will be based on these priorities. Objectives and initiatives have been identified under each priority area towards execution of the strategy. Risks that can inhibit the achievement of the strategy have also been identified in line with the BEDCO risk management framework and mitigation strategies made.

1. Enterprise Development
2. Financial Sustainability
3. Stakeholder Collaborations
4. Organisational Effectiveness
5. Human Capital Development

4.1. Strategic Objectives and Initiatives

4.1.1. KPA 1: Enterprise Development

This KPA talks directly to BEDCO's strategic intent and focuses enterprise development initiatives to the NSDP II over the five years. Key to the achievement of this KPA is the delivery of these initiatives through partnerships.

SO1: Lead the development of MSMEs in prioritized MSME sectors

1. Develop and implement an entrepreneurship program in the Agricultural Sector
2. Develop and implement an entrepreneurship program in the Manufacturing Sector
3. Develop and implement an entrepreneurship program in the Tourism Sector

SO2: Enhance entrepreneurship amongst youth and women

1. Expand youth entrepreneurship program (BACHA)
2. Develop and implement entrepreneurship program for women

SO3: Improve enterprise development effectiveness

1. Introduce virtual incubation
2. Establish Enterprise Hubs
3. Build capacity for BDSPs and establish mentorship networks
4. Expand market access capability
5. Develop and implement an enterprise promotion program
6. Develop and implement an e-commerce strategy

KPA 1

4.1.2. KPA 2: Financial Sustainability

This KPA aims to address BEDCO's financial sustainability challenges through acquiring adequate funding in the short term and developing a robust self-financing mechanism in the medium to long term.

SO1: Mobilise additional income

1. Establish business ventures
2. Upgrade property
3. Upgrade workshop into hardware
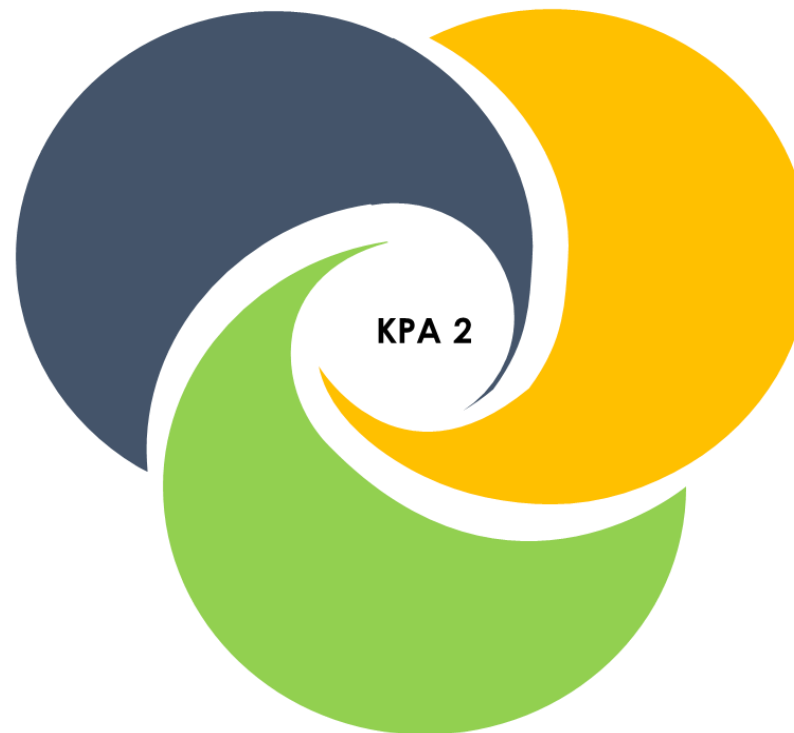
SO2: Access adequate funding

1. Review BEDCO funding model
2. Source donor funding for projects

SO3: Improve rent collection

1. Develop and implement a rent collection strategy
2. Develop and implement an estate occupancy improvement program
3. Develop and implement a debt collection strategy

KPA 2

4.1.3. KPA 3: Stakeholder Collaboration

The development of strong partnerships with the private sector and other stakeholders is key in successfully delivering the strategy. BEDCO also realises that this heavily relies on positive perceptions from its stakeholders through its brand.

Enhance collaborations with stakeholders

1. Develop and implement a stakeholder engagement strategy
2. Develop and implement a PR strategy
3. Establish strategic partnerships with the private sector for effective delivery of the strategy
4. Review current partnerships for effective delivery of the BEDCO mandate

KPA 3
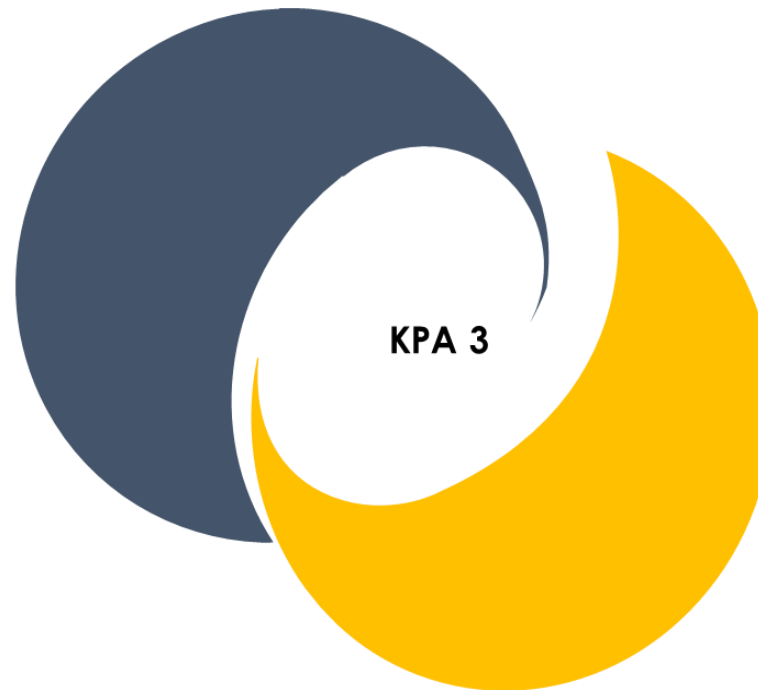
Improve brand recognition and respect

1. Develop and implement a branding strategy

4.1.4.　KPA 4: Organisational Effectiveness

This KPA aims to build an enabling environment for BEDCO to effectively carry out its mandate and achieve strategy performance. It also focuses on developing a robust technology landscape to enable the use of technology in delivering BEDCO services. Governance through the improvement of corporate governance, decision-making processes, policies and risk management has also been identified as key. Strong project and change management, research and development, and monitoring and evaluation capabilities are also key areas that this KPA aims to address towards effective strategy execution.

SO1: Improve processes

1. Design and document core processes (ED)
2. Design and document debt collection processes
3. Design and document tenancy processes
4. Document Finance and HR processes

SO3: Improve governance

1. Adopt best practice governance framework
2. Develop decision making process

KPA 4
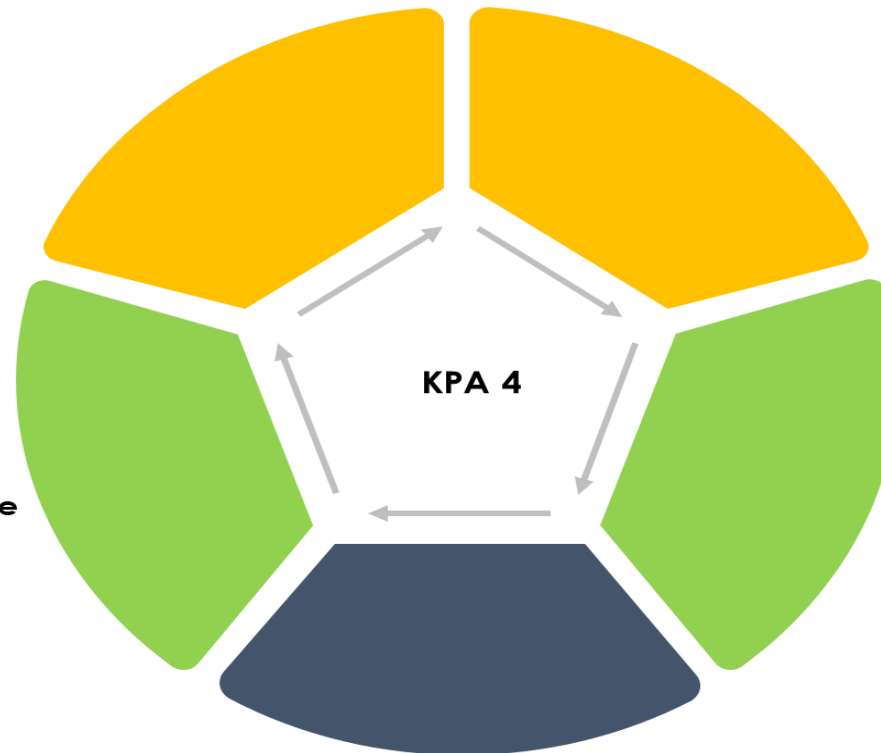
SO2: Establish enabling ICT environment

1. Upgrade website
2. Upgrade ICT infrastructure
3. Develop and implement ICT roadmap

1. Develop and implement project management framework
2. Develop and implement change management framework
3. Develop and implement M&E framework
4. Implement risk management framework

4.1.5. KPA 5: Human Capital Development

BEDCO recognises its staff as one of the most important elements in the achievement of its mandate and strategy. This priority area aims to improve the productivity of BEDCO staff through a variety of interventions which include fostering a culture driven by the organisational values and developing a strong leadership team to drive performance.

SO1: Improve staff performance

1. Review organizational structure
2. Strengthen performance management system (PMS)
3. Develop and implement HRD plan

SO2: Improve staff satisfaction

1. Develop and implement remuneration strategy (including grading model)
2. Develop and implement a staff welfare program

SO3: Enhance employee engagement

1. Establish staff collaboration platforms
2. Develop and implement culture change program
3. Develop and implement staff recognition program

SO4: Improve leadership effectiveness

1. Develop and implement leadership brand
2. Develop and implement leadership development program (aligned to leadership brand)

KPA 5

4.2. Strategic Risks

KEY PRIORITY AREA	STRATEGIC OBJECTIVE	RISK	MITIGATION STRATEGIES	TIMELINES
ENTERPRISE DEVELOPMENT	Lead the development of sustainable MSMEs in prioritized MSME sectors	Lack of expertise in the specific sectors	Form partnership with the institutions who are specialist in the sectors	Y1 to Y5
		Overlaps in mandates with other public service stakeholders in the industry	Establish strategic partnerships with relevant public sector stakeholders and agree roles and responsibilities	Y1 to Y5
		Lack of entrepreneurship culture in Lesotho	Develop entrepreneurship promotion programs	Y1 to Y5
	Improve enterprise development effectiveness	Poor implementation of projects	Introduce project management capability	Y1 to Y5
	Enhance entrepreneurship amongst women and youth	Negative perception by male led MSMEs towards BEDCO that females are given more opportunities	Sensitize the whole public about the initiative.	Y1 to Y5
FINANCIAL SUSTAINABILITY	Mobilise additional income	Lack of internal capacity in business case development and appraisals	Build capacity in business case development and appraisals	Y1
			Source capacity in business case development and appraisals	

KEY PRIORITY AREA	STRATEGIC OBJECTIVE	RISK	MITIGATION STRATEGIES	TIMELINES
		Non-viable business ventures	Develop and business cases before entering business ventures	Y1
		Perception that BEDCO is competing with Basotho MSMEs	Develop and communicate MSME beneficiation model	Y1
		Lack of financial resources	Source funding from GoL	Y1
			Source donor funding	Y1
		Inability to manage business ventures	Update BEDCO operating model to incorporate commercial services	Y1
		Loss of income during refurbishment due to eviction of tenants	Develop contingency plan for tenants in refurbishment sites	Y1
	Access adequate funding	Resistance from GOL to Improve BEDCO funding	Communicate BEDCO's strategy as advocacy tool for additional funding	Y1
	Improve collection on rentals	Lack of finances for tenants to cover rent arrears	Develop and agree payment plans	Y1
		Political interference in rent collection	Develop and enforce tenancy policy and its enforcement	Y1
		Dilapidated rental estates	Refurbish rental estates	Y1
		Inadequate security at BEDCO estates	Develop and implement a security strategy	Y1

KEY PRIORITY AREA	STRATEGIC OBJECTIVE	RISK	MITIGATION STRATEGIES	TIMELINES
	Enhance collaboration with stakeholders	Bad stakeholder perception of BEDCO	Carry out regular engagements with key stakeholders	Y1 to Y5
			Collaborate with partners to address stakeholder`s needs	Y1 to Y5
	Build brand recognition and respect	Bad stakeholder perception of BEDCO	Carry out regular engagements with key stakeholders	Y1 to Y5
		Bad media publicity	Develop and implement a public relations strategy	Y1 to Y5
		BEDCO staff behaviour compromising brand	Develop and implement culture change program	Y1 to Y5
ORGANISATIONAL EFFECTIVENESS	Improve organizational processes	Lack of skill to develop processes and procedures	Source skills for process re-design	Y1
		Immature and inadequately resourced internal audit function	Strengthen internal audit function	Y1 to Y2
		Resistance to follow processes	Develop and implement change management framework	Y1
	Improve governance	Conflict of statutes with best governance codes	Advocate for amendment of Act	Y1
	Establish enabling ICT environment	Information security breaches	Develop and implement information security policy	Y2
		Immature and inadequately resourced ICT function	Strengthen ICT function	Y1 to Y2
	Improve office infrastructure	Contractors not delivering adequately	Develop contract management process and capability	Y1

KEY PRIORITY AREA	STRATEGIC OBJECTIVE	RISK	MITIGATION STRATEGIES	TIMELINES
			Introduce project management capability	Y1
	Enhance strategy execution	Lack of buy in on strategy	Communicate and sell strategy	Y1
			Develop and implement change management framework	Y1
		Non – alignment of PMS to strategy	Strengthen PMS	Y2
HUMAN CAPITAL DEVELOPMENT	Improve staff performance	Dilapidated/ no proper office tools	Provide office tools and equipment to all staff	Y1 to Y2
		Almost 40% of staff are close to retirement age	Develop and implement an early retirement program/ strategy	Y1
			Develop and implement recruitment plan	Y1 to Y2
		Staff turnover	Develop and implement retention strategy	Y2
		Non-conducive working environment	Relocate BEDCO offices to appropriate office space location	Y3
	Improve staff satisfaction	Non-competitive salaries	Develop remuneration policy	Y1
		Non-conducive working relationships	Carry out team building initiatives	Y1

KEY PRIORITY AREA	STRATEGIC OBJECTIVE	RISK	MITIGATION STRATEGIES	TIMELINES
			Develop and implement leadership capacitation plan	Y2
	Enhance employee engagement	Resistance to change	Develop and implement change management framework	Y1
	Improve leadership effectiveness	Inability to attract and retain requisite leadership skills	Develop remuneration policy	Y1
			Incorporate the competency-based assessment during recruitment	Y1
		Lack of coherence in the leadership team	Develop leadership team	Y1
			Carry out facilitated session between the Board and the leadership	Y1

5. Roadmap

Key Priority Area 1: ENTERPRISE DEVELOPMENT						
Strategic Objective	**Initiatives**	**Timelines**				
		Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1.1. Lead the development of MSMEs in prioritized NSDP sectors	**Develop and Implement entrepreneurship programs in:**					
	Agriculture	███	███			
	Manufacturing		███	███		
	Tourism				███	███
1.2. Improve the Effectiveness of Enterprise Development	Introduce virtual incubation	███	███			
	Establish enterprise hub	███	███			
	Build BDSP capacity and establish mentorship networks	███	███			
	Develop and implement market access program for domestic linkages and international markets	███	███	███	███	███
	Develop and implement entrepreneurship promotion program	███	███	███	███	███

Strategic Objective	Initiatives	Year 1	Year 2	Year 3	Year 4	Year 5
	Develop and implement e-commerce strategy	▇	▇			
1.3. Enhance entrepreneurship amongst women and the youth	Improve and expand youth entrepreneurship program		▇			
	Develop and implement entrepreneurship programs for female entrepreneurs		▇	▇	▇	▇

Key Priority Area 2: FINANCIAL SUSTAINABILITY

Strategic Objective	Initiatives	Timelines				
		Year 1	Year 2	Year 3	Year 4	Year 5
2.1 Mobilise additional income	Establish business ventures		▇			
	Upgrade BEDCO property	▇	▇	▇	▇	▇
	Upgrade workshop into hardware	▇				
2.2 Access to Adequate Funding	Review BEDCO funding model	▇				
	Source donor funding	▇				
2.3 Improve rent collection	Develop and implement rent collection strategy	▇				
	Develop and implement a debt collection strategy	▇				
	Develop and implement an estate occupancy improvement program	▇				

Key Priority Area 3: STAKEHOLDER COLLABORATIONS

Strategic Objective	Initiatives	Timelines				
		Year 1	Year 2	Year 3	Year 4	Year 5

Strategic Objective	Initiatives	Year 1	Year 2	Year 3	Year 4	Year 5
3.1 Enhance collaboration with stakeholders	Develop and implement a stakeholder engagement strategy	(yellow)	(yellow)	(yellow)	(yellow)	(yellow)
	Develop and implement a PR strategy		(yellow)	(yellow)	(yellow)	(yellow)
	Establish strategic partnerships with the private sector for effective delivery of the BEDCO mandate	(yellow)	(yellow)	(yellow)	(yellow)	(yellow)
	Review current partnerships for effective delivery of the BEDCO mandate	(yellow)				
3.2 Build brand recognition and respect	Develop and implement branding strategy		(yellow)			

Key Priority Area 4: ORGANISATIONAL EFFECTIVENESS

Strategic Objective	Initiatives	Timelines				
		Year 1	Year 2	Year 3	Year 4	Year 5
4.1 Improve organizational processes	Design and document ED processes and procedures	(green)	(green)	(green)		
	Document debt collection process	(green)				
	Design and document HR and Finance processes and procedures		(green)			
	Design and document tenancy processes and procedures	(green)				
4.2 Improve Governance	Adopt best practice governance code	(green)				
	Develop decision-making processes	(green)				

Strategic Objective	Initiatives	Year 1	Year 2	Year 3	Year 4	Year 5
	Implement enterprise risk management framework	██	██	██	██	██
4.3 Establish enabling ICT environment	Upgrade website	██				
	Upgrade ICT infrastructure	██	██			
	Develop and implement ICT roadmap	██	██	██	██	██
	Develop and implement Staff Portal	██				
4.4 Enhance Strategy Execution	Develop and implement Monitoring and Evaluation (M&E) tools	██				
	Develop and implement project management framework	██				
	Develop and implement change management framework	██				
	Develop and implement a research and development framework		██			
Key Priority Area 5: HUMAN CAPITAL DEVELOPMENT						

Strategic Objective	Initiatives	Timelines				
		Year 1	Year 2	Year 3	Year 4	Year 5
5.1. Improve staff performance	Review organizational structure	██	██			
	Strengthen PMS		██			
	Develop and Implement an HRD Plan		██	██	██	██
5.2 Improve staff satisfaction	Develop and Implement a remuneration strategy (including salary grading model)	██	██			

	Develop and implement a staff welfare program						
5.3 Enhance employee engagement	Establish staff collaboration platforms (newsletters, town hall meetings)						
	Develop and implement a culture change program						
	Develop a staff recognition program						
1.4 Improve leadership effectiveness	Develop and implement a leadership brand						
	Develop and implement a leadership development program (aligned to leadership brand)						

6. Measuring Success

The success of the strategy will be measures at three levels: impact level showing results, outcome level using key performance indicators against objectives and at the output level for the strategic initiatives. Baselines and targets will be determined in the first quarter of 2020-21.

6.1. Results

HUMAN CAPITAL DEVELOPMENT

Increase in staff productivity

ORGANISATIONAL EFFECTIVENESS

Increase in strategic performance

STAKEHOLDER COLLABORATIONS

Increase in partnership driven programs

FINANCIAL SUSTAINABILITY

Increase in reserves

ENTERPRISE DEVELOPMENT

Increase in sustainable MSMEs in prioritised sectors

6.2. Key Performance Indicators

Key Priority Area 1: ENTERPRISE DEVELOPMENT							
Strategic Objective	**KPI**	**Baseline**			**Target**		
			Year 1	Year 2	Year 3	Year 4	Year 5
1.1 Lead development of sustainable MSMEs in NSDP priority sectors	% commercial MSMEs in the agriculture sector	TBD	N/A	TBD	TBD	TBD	TBD
	# of competitive products by MSMES in the manufacturing sector	TBD	N/A	N/A	TBD	TBD	TBD
	% increase in turnover of MSMEs in tourism sector	TBD	N/A	N/A	N/A	TBD	TBD
1.2 Improve the effectiveness of enterprise development	% increase in turnover of assisted MSMEs	N/A	TBD	TBD	TBD	TBD	TBD
	% of MSMEs who are export ready	N/A	TBD	TBD	TBD	TBD	TBD
	% MSMEs linked with large enterprises	N/A	TBD	TBD	TBD	TBD	TBD
	% increase in turnover of incubates	N/A	TBD	TBD	TBD	TBD	TBD

Strategic Objective	KPI	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	Level of satisfaction with BDSP training	TBD	TBD	TBD	TBD	TBD	TBD
	% MSMEs assisted who receive finance	TBD	50%	50%	60%	70%	80%
1.3 Enhance entrepreneurship amongst women and youth	% average increase of turnover in youth MSMEs	TBD	65%	65%	70%	70%	75%
	% average increase of turnover in female MSMEs	TBD	65%	65%	70%	70%	75%
	Youth entrepreneurs as a % of MSMEs	TBD	TBD	TBD	TBD	TBD	TBD
	Female entrepreneurs a % of MSMEs	TBD	TBD	TBD	TBD	TBD	TBD

Key Priority Area 2: FINANCIAL SUSTAINABILITY							
Strategic Objective	**KPI**	**Baseline**			**Target**		
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
2.1 Mobilise additional income	% increase in liquidity ratio	TBD	10%	10%	15%	15%	20%

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Strategic Objective	KPI	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
2.2 Access to Adequate Funding	% of donor funded projects	N/A	TBD	TBD	TBD	TBD	TBD
2.3 Improve rent collection	Rent collection rate	66%	90%	90%	100%	100%	100%
	Occupancy rate	70%	70%	80%	90%	100%	100%
	% increase in recovered debt	TDB	TBD	TBD	TBD	TBD	TBD

Key Priority Area 3: STAKEHOLDER COLLABORATION							
Strategic Objective	**KPI**	**Baseline**			**Target**		
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
3.1 Enhance collaboration with stakeholders	% programs driven through partnerships	TBD	N/A	50%	50%	60%	70%
3.2 Build brand recognition and respect	Brand equity index	TBD	TBD	TBD	TBD	TBD	TBD

Key Priority Area 4: ORGANISATIONAL EFFECTIVENESS							
Strategic Objective	**KPI**	**Baseline**			**Target**		
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**

4.1 Improve organizational processes	Decrease service turnaround times for support services	TBD	TBD	TBD	TBD	TBD	TBD
	Customer satisfaction index	TBD	N/A	TBD	N/A	N/A	TBD
4.2 Improve Governance	% Alignment of BEDCO governance processes to best practise	TBD	N/A	80%	80%	80%	80%
4.3 Establish enabling ICT environment	IT clients Satisfaction Index	TBD	100%	100%	100%	100%	100%
	% of organisational processes fully automated	0%	N/A	N/A	20%	30%	30%
	Average IT uptime	TDB	TDB	TDB	TDB	TDB	TDB
	% completion of BEDCO HQ construction within time, quality and scope	0%	N/A	N/A	100%	N/A	N/A
4.4 Enhance Strategy Execution	% performance targets met	TBD	TBD	TBD	TBD	TBD	TBD

Strategic Objective	KPI	Baseline					
	% of projects successfully implemented (within time, budget and scope)	TBD	N/A	TBD	TBD	TBD	TBD
	% of initiatives successfully implemented on time	TDB	TBD	TBD	TBD	TBD	TBD
	Enterprise Risk Management maturity level		TBD	TBD	TBD	TBD	TBD

Key Priority Area 5: HUMAN CAPITAL DEVELOPMENT							
Strategic Objective	**KPI**	**Baseline**			**Target**		
			Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
5.1 Improve staff performance	% of employees meeting performance targets	TBD	N/A	70%	80%	80%	100%
	% of employees exceeding performance targets	TBD	N/A	10%	10%	20%	20%
5.2 Improve staff satisfaction	Staff Satisfaction index	TBD	N/A	TBD	N/A	TBD	TBD
	Salary competitiveness index	TBD	TBD	TBD	TBD	TBD	TBD

	Staff wellness maturity level	TBD	TBD	TBD	TBD	TBD	TBD
5.3 Enhance employee engagement	Employee engagement index	TBD	N/A	TBD	N/A	TBD	TBD
	Staff recognition program maturity level	TDB	N/A	TDB	TBD	TBD	TBD
5.4 Improve leadership effectiveness	Leadership effectiveness index	TBD	N/A	TBD	TBD	TBD	TBD