

ELF AND ECC SUMMARISED STRATEGIC AND BUSINESS PLAN 2010/2011

AUGUST 2010

EXECUTIVE SUMMARY

The dream of the *Elgin Learning Foundation* is to eradicate poverty and to place it where it belongs, in the museum. In order for us to reach our vision namely, 'sustainable-development through value driven learning', the organization has followed an organizational transformation linked to a strategic planning process during the last year. The purpose of this Strategic and Business Plan is **to share our intent, anticipated actions and our performance management plans** with our beneficiaries, clients and key stakeholders in order to solicit further comments and advice. ELF will continue to support innovative and appropriate development interventions to impact significantly on community development and will continue to share these lessons of experience with partners. Our strategic planning exercise has confirmed to us that our core development activities should continue and that a selected number of high priority new areas as well as special projects will be pursued during the next period. We shall continue to act as **an integrated rural development NGO** with a focus on **community-driven development priorities**.

It is confirmed that ELF will continue to improve the efficiency with which it is delivering our key competencies namely **training, community development projects and community services** in the fields of **agriculture, small business, technical trades, health, social development and in education**. ELF has also decided to add two new function to this portfolio, namely **tourism and hospitality** as well as **social development areas** not explored before, for example community social capital development (community identity resilience, trust, social cohesion and collaboration), community safety, culture and heritage, sports management, gender, youth and voter education. New development support activities will also in future include **Monitoring and Evaluation (M&E)** in Quality Management, the Knowledge Management function including **ICT, R&D and Environmental Management**. A renewed focus has been placed on **marketing** and **resource mobilization** and two new strategies have been developed in this respect.

Special projects and significant operational support initiatives for the next period include inter alia the:

- implementation of the transformation proposals and the facilitation of Board transformation;
- development of the *Elgin Community College* as a Centre of Excellence in the FET domain;
- establishment of a new facility - a *Community College Campus* in Grabouw;
- development of a *Community Desk* as the front face of our organization in Grabouw;
- further development of our '*Business 4 Development*' initiative, including hospitality and catering, winemaking and essential oil products as well as providing technical assistance and advice;
- *Nuffic/ Niche (Dutch) Project* aimed at capacity building in agriculture;
- newly to be established ELF *Arts and Music centre* funded by the Lotto;
- development of the 'sustainable education' concept e.g. the '*ELF Rural College for Girls*' initiative; and
- promotion the environment and the sustainable use of resources, e.g. through alternative energy and the greening of our campuses also by promoting a strong environmental ethos and consciousness.

Internally, the development of our **human resources capacity** and the continued strengthening of our **financial management** are key priorities and an internal training programme, a bursary scheme, mentorships and a well-being programme are being developed. External training for Managers and staff with an emphasis on career development is regarded as a priority. ELF is also focusing on improving staff benefits and internal systems and processes, notably our planning and project management cycle, management style and systems development. The attached Strategic and Business Plan provides further information in this respect.

A STRATEGIC PERSPECTIVE – ELF AND GRABOUW IN 2015

A Day in the life of Eric Jantjes

Erik smiles as he turns the paper and glances at the date of the newspaper on the *Grabouwer* of 12 December 2015. He starts the Fiat at the bottom part of Rooidakke and turns the car in the direction of town. He has just made a copy of his Technical Trades Certificate at the local Community Desk at the ECC, the local College and he is soothing the idea of his recent promotion where he works. He has recently married Anita, who works at the local Country Club as the restaurant manager, having done the ELF Hospitality course. They have been able to move into their own house with a TWK subsidy and he now owns his own home in the upgraded Pineview area. As he drives up towards the clinic his mind wanders to the history of Grabouw, of apple farming, of the Palmiet river and days gone by. He thinks of Apartheid, of the big farms and of hard times. His mother was a packer at Molteno Brothers and his father worked as a foreman at Appletizer. His mom, 'Auntie' Betsie, completed her schooling at the age of 58 by doing ABET courses at the Community College and his father later participated in setting up a highly successful local NGO, producing essential oil products that allowed him to retire from his previous job. Although the family always supported each other, limited opportunities existed for the 3 sons and two daughters of the Jantjes family. Erik turns his left flicker on as he moves around the local clinic, his eyes sweeping across the cement service of the ambulances, recently resurfaced by OTC students.

Having completed the welding of the cross beams they had to do in the morning, Erik opens his lunch carefully by midday, interested in the sandwiches that he made this morning. His mind goes back to his thoughts in the morning as he contemplates the role that the Community College have played in their lives. Well-known in the community now as a locally grown NGO that has supported the community through thick and thin, ELF was responsible for the training and securing employment of himself and three other siblings. George did the New Venture course in small business and obtained a start-up loan from ELF through Breadline funding, he now runs his own coffin manufacturing company. James, a qualified chef also did his training and practical at the ECC, namely in the Tourism and Hospitality Department. Jenny, his eldest sister, now a theatre sister at the provincial hospital has also done her initial Ancillary Health courses at the ECC before qualifying to do the Nursing Diploma at UWC in Bellville.

As the sun sets on a long day, Erik and Anita sit back in their seats on the stoep of their house, looking and laughing at the children playing hop-scotch in the street as they once did. They hope to one day, sooner rather than later, have a boy and a girl of their own and dream of the future of their children in the valley. Erik knows that Children in Grabouw has a new future now since a targeted ELF Programme addressed various shortcomings in the local area. This included nutritional programmes with the Village of Hope on the hill, addressing domestic violence as a community and radically improving the quality of ECD centres, arts and music for the children with special attention to maths and science. The Gold Peer project has eradicated drugs from the area and has given the local kids new confidence with local schools now boasting some of the best matric results of the year.

As Erik and Anita sat down for supper Erik noted to her that at the recent local council meeting, ELF and the College were thanked for their role in local development and that development priorities

were now agreed-upon in the community and followed through by way of the local service agreements between communities and the municipality and also in the IDP and LED. As he put his dishes into the basin and started the washing he noted to Anita that ELF played a particular role in ensuring that local employment and scope existed in the renewed Tourism Strategy of TWK. As the couple finished the dishes and retired for the night, Anita shook her head and said to Erik: "Imagine every town in South Africa had a local NGO like ELF, it would be the end of poverty in our country".

By the end of the year 2015

... the Elgin Learning Foundation will be a proud organization with full staff support for its value statement and vision and with high levels of trust and collaboration. ELF will be well established and respected NGO and will be known as a centre of excellence and the Elgin Community College will be known as one of the best new FETs in the country. By 2015 ELF would have shown through their M&E system that ELF has had a significant impact on the quality of life of the communities of Grabouw, but also as a development institution of national stature that has spearheaded new and innovative approaches to development. The Elgin Community College will be widely respected as a successful private FET with special approaches to training, such as practically orientated learning with guaranteed employment opportunities. The ELF and the ECC will be operating from three campuses, namely the ELF Main Campus, the Occupational Trade Campus and the new Community College in Grabouw, including the Community Desk facility.

In 2015 our Board and Management Team as well as staff will regard themselves as fully representative of South African society with a place for everybody under the sun. ELF staff will be widely known for their professionalism and their passion for development and for their willingness to share experiences and know-how. Still referring to themselves as a family, ELF will be sustainable and self-sufficient, able to offer market-related salaries to all staff and with a strong bursary scheme a well being programme and medical aid and retirement provision for all staff. ELF will also be known for its social space as a friendly and supportive environment and a place to grow. By 2015 the dream of sustainable development through value driven approaches will no longer be a dream, but a reality unfolding in front of the communities eyes. The challenge of eradicating poverty was being met!

ELF AT A GLANCE: FACTS AND FIGURES

The Elgin Learning Foundation, inclusive of the Elgin Community College is an integrated rural development NGO¹ that regards local communities as its key beneficiary and clients. ELF operates in the Grabouw area within regional context thereby also rendering development support in the Overberg, in Cape Town and in other provinces such as the Northern and eastern Cape. ELF is the overall entity, and provides training through the ECC and facilitates development projects and renders services. The ECC is a private FET College with a focus on the core business of the organization namely training. Learners on training programmes typically do their practical work on these projects and services. It has a staff compliment of some 80 permanent and 80 contract staff and has an annual turnover of around R25m. It is governed and managed through a Board of Trustees, Board of Directors, the CEO and the Management Team with 9 Departments. These include 6 core business departments/ units and 4 support departments (see brief description below). The core competencies of ELF are primarily training as well as community development projects and services.

In terms of the **ECC Training Portfolio**, the ECC is accredited with 19 learnerships and 26 skills programmes in 4 economic and 3 social sectors or development domains annually. Through these efforts ELF reaches 2000 adult learners and 3500 school children annually and creates roughly 1100 job opportunities per annum, thereby affecting directly or indirectly the lives of 2660 households with an average household size of 5, or otherwise put 16,500 people annually.

ELF has grown its projects and services from 29 projects in 2009 to 52 projects in 2010. Key strategic projects and operations include the sustainability of the organization through **Business 4 Development**, the establishment of **the new facility namely the ELF Community College** in the Roodakke area of Grabouw in partnership with TWK Municipality, DBSA and the community, the **Sustainable Education Project**, the establishment of a **Community Desk** at the **Occupational**

¹ Although the reader can obtain further information on what ELF does in the Annual Reports, profile document and ELF Training Brochure as well as the recently updated ELF and EWCC website a brief description of ELF may benefit the reader.

Trade Campus of ELF and the development of new business in specialist areas such as **hospitality and tourism** as well as **environmental management**.

In **human resource** terms ELF has 160 staff members of which 80% are female and 20% male. In terms of employment equity regarding demographics the organization has 78% coloured, 14% black and 8% white staff. 1.3% of our permanent staff is physically disabled and the average age in the organization is 28 with an average household size of 4.5. In management, ELF has 60% females and 40% males with a coloured, black and white ratio of 5:1:3. The staff turnover has been 12% during 2010 and 11 new employees or 12% of the staff complement have been appointed during the last year. Capacity building and training, the wellbeing programme and improved staff benefits including medical and pension are priorities for the next period. Twelve staff members are on the bursary scheme for external studies and 85% of staff have participated in internal training and workshops in 2010.

In **financial management terms**, the annual turnover has grown from R11m in 2008, to R22m in 2009 and a projected R25m in 2010. The capital/ recurrent expenditure ratio is 60: 40. i.e. for every R4 spent on the client, R6 is spent on internal management and administration costs/ in rendering such a service. Cash flow projections show that ELF has a six month cash flow projection and that staff salaries are the highest recurrent expenditure at 68% of operating expenses. In terms of income ELF has a diverse funding base comprising of 65% government funding, 8% donations, 7% SETA, 7% on recoveries and interest, 6% from overseas funders, 2% corporate social responsibility, 3% own income and 2% from parastatal bodies. It is a strategic objective of the organization to change the income base to reflect more own income and to become sustainable over time and an endowment fund or a similar instrument may be considered in future.

ELF & ECC STRATEGIC PLAN 2010/ 2011

AUGUST 2010

INTRODUCTION AND CONTEXT

Context and purpose

The core purpose of the Elgin Learning Foundation² and the Elgin Community College³ is to have a meaningful development impact on the community of Grabouw in its regional context. As an NGO and non-profit organization also operating as a private FET College, the organization has done amazingly well during the last 15 years and have developed particular approaches that have made it stand out as an innovative and responsive NGO with established trust relationships with the key stakeholders. As an organization it has also experienced the challenges regarding sustainability, development effectiveness, the development of its human resources and the mobilization of adequate financial resources typical of an NGO in the post Apartheid period. Huge challenges remain and various high priority areas exist in development, employment and poverty eradication in the local community of Grabouw/ Elgin, the Overberg and the Western Cape as well as other adjacent regions such as the Eastern and Northern Cape. The purpose of the strategic and business planning contained in this document is to articulate the approach and strategies of ELF in the next

² The Elgin Learning Foundation is registered as the **ELF Trust** and was registered on 22 August 2003 (no T4233/94). The ELF Trust has a Trust Deed and is also a registered NPO nr. 025-491-NPO (24/04/2003) and PBO nr. 18/11/13/3055 (14/10/2004). The ELF Trust is managed by a Board of Trustees namely Charles Morgan (chairperson), David Bridgman (trustee), Phil Kilpin (trustee), Alastair Smith (trustee), Alison Green (trustee), Prof Christo de Coning, (Trustee and CEO) and Prof Anthony Naidoo (Trustee).

³ The **Elgin Community College** is registered as an Section 21 Company and has been especially created for the purpose of operating as a Private FET College. The Section 21 Company has members and the members have elected a Board of Directors namely Charles Morgan (chairperson), Christo de Coning (CEO & newly appointed director), David Bridgman (director), Phil Kilpin (director), Alastair Smith (director), Alison Green (director) and Anthony Naidoo (newly appointed director). This Company is regulated in terms of the Companies Act and is constituted by an Articles of Association and Memorandum of Association. The members of this institution are Charles Morgan, Christo de Coning (appointed April 2010), David Bridgman, Phil Kilpin, Alastair Smith (appointed April 2010), Alison Green (appointed April 2010), Anthony Naidoo and Mercy Mgijima. The beneficiaries of the Company are the Elgin/Grabouw Community. This company has also been registered as an NPO on the 6th of October 2009 with nr. 072-129-NPO.

period. This strategic and business plan is intended to further improve communication with our beneficiary communities, with our partners and with key stakeholders. As such strategic and business planning is seen as an ongoing process in partnership with our stakeholders and comments and advice as well as suggestions on the way forward are most welcome.

The Strategic planning approach

This strategic and business plan is the result of the efforts of our Management Team⁴ in facilitating our internal transformation process that took place from April 2009 to April 2010 as well as a business planning review exercise conducted between November 2009 and February 2010. A medium- term review, adding business planning for the new areas, was done in August 2010. The Transformation process whereby ELF and the Overberg Training Centre was merged was a very important process in terms of identifying the strategic priorities in this Strategic Plan. Some further background on this process are thus important. The reader is also referred to the *Transformation Report* approved on 28 April 2010 and the research report entitled “*Development perspective on the Overberg Region*”.

The Transformation process consisted of three deliverables. These included a deliverable 1 that concerned a detailed assessment process using the SWOT (Strengths, Weaknesses, Opportunities and Framework) approach to assess both ELF’s Internal and external environment. This process involved an extensive consultative process by the Transformation Team considering of nominated staff members with key stakeholders such as the Board of Directors, staff, management, learners, unemployed youth, disabled community and residents of the Roodakke Informal Settlement. Deliverable 2 entailed using the feedback from stakeholders in deliverable 1 to define the future functions of ELF. Other than the continuation of present functions those functions that were in existence but needed to be upgraded included Marketing, Research and Development, Business for development, Monitoring and Evaluation, Information and Communications Technology, Social Development and Human Resources Development. New functions to be added; included

⁴ The ELF/ ECC Management Team consists of Naym Daniels, Malcolm Abrahams, Nicky Hrtzenberg, Mercy Mgijima, Juanita Malan-Hendricks, Leonie Engelbrecht and Veronica Jacobs. At the time of drafting this plan, ELF was advertising two management positions, that for the vacant Manager: Agriculture as well as for a new Human Resources Manager.

Environmental Management, Tourism and Hospitality and the Community Desk. The third deliverable concerned the organizational design (form/ structure follows function) and a matrix organization was decided upon with high levels of coordination and with the community as client and beneficiary.

Based on the approval of the Transformation proposals on 28 April 2010 and the parallel 'bottom-up' business planning by our departments with interim approval for 'business as usual', the Management Team subsequently reviewed all strategic and business planning during August 2010 for the 2010/2011 period in order to include all new objectives and growth areas into the normal operations of the organization.

Composition

This Strategic and Business Plan consists of the Strategic Plan including a Section A: The situational assessment and section B: ELF's strategic response that includes , the ELF value statement, vision, mission and strategic objectives, strategic levers and continued priorities, notes on implementation as well as a section on performance management. The Business Plan consists of a discussion on business objectives followed by an overview of the key activities per objective.

The way forward

Following the review process of the Business planning with a focus on incorporating the new areas, the revised Strategic and Business planning will be submitted to the Board for approval during the September 2010 Board meeting. Ongoing monthly and quarterly reporting as well as mentoring and evaluation will be conducted throughout the year and it is expected that a revised Strategic and business Plan will be presented to the Board in November in 2010 for the 2011 year. From here onwards an annual planning process will be followed with quarterly reporting and M&E results feeding into business planning review.

SECTION A: OUR ASSESSMENT: A BRIEF SITUATIONAL ANALYSIS

Summary of the internal and external environment.

Our assessment of the environment⁵ in which we operate shows that the communities of Grabouw and the Overberg in its regional context continue to experience high levels of unemployment, severe poverty and human circumstances that necessitates urgent intervention. Our research shows specific trends and tendencies regarding the economic and financial base, of the human and social capital and wellbeing of our communities as well as environmental and sustainable development considerations that are of importance. In the institutional environment it is clear that a safety net of NGOs are acting in cooperation with the municipality but that much can still be done to improve governance and sound development management. Internally to ELF, a critical need exists for capacity building as well as streamlining our operational processes, strengthening our management team, facilitating the transformation of the Board and improving the efficiencies and capacities of our core business and support units and departments. A particular emphasis is also necessary on the quality of our services and products and the efficiency and sustainability of the organization is clearly a high priority.

Our strategic assessment of **the external environment** shows that the local economic and financial base falls far short in being able to act as a basis secure adequate employment for the local population. In social and human capital development terms severe trends of underdevelopment exist in all the areas of human capital (such as social resilience, trust, social networking and collaboration) and the human development index as well as Millenium goal areas (literacy, infant mortality, nutrition, pre-school enrolment, health status etc). The Kogelberg biosphere is situated in the Overberg, one of only 22 internationally declared biospheres, but huge environmental challenges continue to exist in the region affecting the wellbeing of communities directly.

⁵ The interested reader is referred to the *Transformation Report* approved on 28 April 2010 and the research report entitled “*Development perspective on the Overberg Region*” for a more detailed situational assessment of the internal and external environment of ELF.

Agriculture continues to be the strongest sector in the Overberg (40% of domestic product) and continues to be dominated by the fruit industry⁶. Our view is that a need exist to diversify the agricultural base to involve other viable sub-sectors, notably viticulture, wine-making, essential oils and fynbos. Tourism has now surpassed manufacturing as the second largest sector in the Overberg (31%) and is also the fastest growing sector. Manufacturing are the 3rd largest sector followed by a variety of other activities including services and the informal sector. Unemployment is rife, specifically due to the nature of the fruit industry as many casual work opportunities exist during harvest time but with a severe lack of opportunities for the remainder of the year. Particular opportunities exist for small business development and employment in manufacturing, tourism, hospitality, technical support services to agriculture and agri-businesses as well as opportunities in various technical trades such as carpentry, masonry and plumbing with new opportunities in alternative energy such as solar heating, welding and electrical services.

In social terms, health, education, social development, social welfare, housing as well as social and human capital are all critical indicators of development in which dire signs of underdevelopment are prevalent in the Overberg. A need also exists for continued efforts in youth development, community safety, gender equity, sports management, culture and heritage and social welfare. In education huge demands exists for ABET training, for career development counseling and for continued support to ECD centres. A need also exists for training support for community development practitioners and community information services, also related to employment.

The external assessment also shows that ELF continues to operate in a challenging governance, policy and planning environment. Although our partnerships with the local municipalities are very good and certainly one of our strengths, local government also has a severe lack of adequate resources to address all service delivery issues adequately. The Grabouw Sustainable development Initiative and several other developments have shown that our local municipalities are innovative and willing to address issues head-on. Challenges still exist to ensure that a multi-sectoral approach is followed in the IDP and LED, e.g. the inclusion of SMME strategies at the local level and that developmental approaches are prioritized, such as in the TWK Tourism Strategy. Challenges also

⁶ The fruit industry has a long and proud history in the Grabouw/ Elgin area, the interested reader may want to consult the book: 'Apples of the sun' by Fernwod Press that gives an interesting perspective on the Molteno brothers.

exist with regards to national policy and strategy such as on land reform, agriculture and on higher education. Governments recent emphasis on funding support for public FETs rather than private FETs are of concern and is regarded as a threat to our existence. Private FETs are also regarded as a uniform set of institutions whilst great disparities exist between community colleges and commercial training providers, all referred to as 'private' FETs. A need continues to exist for ELF to participate and influence the development debate and to influence development policies, strategies and planning to the benefit of the local community.

Our strategic assessment of **the internal environment** through the transformation process and our business planning and management process have shown that a need exists to strengthen the Board to meet the challenges of a changing ELF and College and that management capacity and style as well as planning and implementation processes including project management and M&E requires further attention. The assessment also shoed that an important need exists for human resources development and planning a with a particular emphasis on the development of our human resources. Our financial management and systems as well as our administrative support services have been doing very well and a need exists to continue to render excellent services in this respect with a need to increase our analytical assessment of our finances to respond to the strategic challenges outlined in this Plan. Challenges exist with regards to the upkeep of both of our aging campuses, with the development of the new campus and for increased operating space in the interim before the new campus are launched, such as facilities for an arts and music centre, and adequate training and workshop venues.

Internally, the development of our own **human resources capacity** is a key priority and an internal training programme, a bursary scheme, mentorships and a well-being programme are being developed. External training for Managers and staff with an emphasis on career development is regarded as a priority. ELF also needs to focus on improving staff benefits and internal systems and processes, notably our planning and project management cycle, management style and systems development. The attached Strategic and Business Plan provides further information in this respect.

SECTION B: ELF's STRATEGIC RESPONSE:

Through the strategic planning approach already explained, the response of the organization to the above challenges in the external and internal environment of ELF was thus to develop a shared strategic plan that was developed through a consultative process with our staff as well as our partners and clients and to ensure ownership and support for our plans. Part of this process will be the hosting of an external launch in order to share our vision and plans with all our beneficiaries, clients and partners. The Strategic Plan consists inter alia of agreed upon priorities to address in the internal and external environment (the summary above) as well as the development of a strategic and business plan. The strategic plan includes the agreed upon value statement, vision and mission, as well as a comprehensive but focused set of strategic objectives. These perspectives are provided below.

VALUE STATEMENT

The underlying values and ethos of the organization is regarded as a top priority and it was agreed that the organization should develop a value statement that represents the values to which the organization strives towards. This issue has received much attention and sometimes heated debates in the organization. It was agreed that we should strive towards a common value set and that these values should be lived every day in everything that we do and that it should be used as a norm and as guidelines for the behavior of our staff in rendering a service to the community. The values of the organization is regarded as so important that it was included in the vision of the organization.

The transformation report provides a useful statement about the value statement below, namely that: "Living the following values as defined by all of us is critical success of the New ELF. In everything that we do at ELF, we strive to promote:

- Passion and commitment to our work
- Effective Teamwork
- Professionalism in the workplace and community
- Personal and community development

- Human-centred interactions
- Respectful relationships and harnessing of diversity”.

In organizational terms, the conclusions of the transformation team represents an interesting emphasis on the value to be aspire to in the new organization. In conclusion, the TT believes that the new recommended ELF structure delivers the following benefits to the organisation:

- Consolidation and improved efficiency; e.g OTC now a department of the new ELF.
- Targeted growth in Tourism and Hospitality.
- Streamlined processes (i.e. marketing, PR and quality management) should lead to increased efficiencies and lowered costs.
- Meets beneficiary/stakeholders needs as defined during the Multi-Stakeholder Consultation Process in deliverable 1.
- Enables communications and collaboration.
- Clearly defines accountability and roles for processes and facilitates measurement of outcomes.
- Identifies and adapts easily to changing conditions and emerging opportunities.
- Produces quality work faster.
- Aligns authority with responsibility to push decision making down to where most of the work is done.
- Embraces continuous improvement in its processes.
- Provides opportunities for development of broad skills with emphasis of developing each employee’s level of proficiency in the three core competency areas of ELF, i.e. Training, Service and Projects.
- Recognizes differences between and the need for both leadership and technical expertise/guidance.
- Is lean and flat, and where each level adds measurable value given the right span of control.

The approved recommendations of the Transformation Team that now provides important strategic guidelines to the organization, noted that there are key enablers that will need to be in place for the identified benefits to be realized. These ‘soft’ change management requirements included:

- Clear boundaries of roles based on levels of work principles;
- Leadership “walking the talk” regarding the psychological contract to the ELF employees. This involves putting in place supporting HR processes and practices.
- Continued staff engagement.
- Continued leadership ownership and visibility in the transformation (implementation) process.

VISION AND MISSION

The vision and mission of ELF as developed through the transformation process in 2009 provides an important articulation of the dream of the organization for the future based on the above value statement whilst the mission stated below represents the intended role of the organization in accomplishing the vision.

The vision of ELF is: *“Sustainable development through value-driven learning”*

The mission of the organization is to: “: *“The mission of ELF is to create communal wealth through innovative, integrated rural development. We do this by providing relevant accredited training and development support build on community participation as well as investing in human capital development. This approach is underpinned by sound ecological principles and institutional values.”*

Other than a reviewed vision and mission statement, the recommendations of the above Transformation Team of 15 October for ELF included:

- Developing a operating ethos that mirrors the values of the new entity;
- Shifting to address the specific needs of the community, as expressed by them;
- Embarking on an effective marketing strategy to sustain the new entity;
- Maintaining high expectations and requirements to become a centre of excellence;
- Striking a balance between preserving our limited natural resources and overcoming poverty;
- Achieving organizational and institutional sustainability;
- Establishing a sound monitoring and evaluation system; and
- Building a research and development function.

On the basis of the value statement as well as the vision and mission a set of strategic objectives was developed. Before the objectives are provided, it is important to also reflect on the key strategic drivers of the organization.

STRATEGIC DRIVERS AND CONTINUED PRIORITIES

ELF is in many ways a very special organization. Part of the reason for this, other than the special corporate culture and identity of the organization, sometimes described as a 'family culture' because of the close relationships between staff, is that specific approaches and operating styles have been developed over time. This is what makes ELF different and it is these drivers that gives the organization a competitive edge and the ability to take advantage of the comparative advantages in the market and that allows the organization to stay focused and at the cutting edge of the development debate. The strategic drivers include:

- ELF is **community focused** and bases its development programmes on the needs of the community, also through multi-stakeholder processes;
- ELF promotes a **value-driven approach** in how we do our work but also with respect to the content and approaches of our training products, projects and services.
- ELF has a **holistic and integrated approach to development** as poverty is multi-fasceted and requires a comprehensive approach. ELF is involved in 4 economic sectors and three social sectors as well as in environmental management. A Multi-sectoral approach with comparative advantages are promoted in rural and urban settings.;
- ELF follows a **market-lead approach** in that markets and employment opportunities are identified before training programmes and projects are attempted. This means that the organization does not train for the sake of training but only where market opportunities exist. In some cases guaranteed employment is secured;
- ELF emphasizes training and education with a **practical value** and applies all its learning to applied real life situations. This means that practical experience and mentorships are combined with training on our own demonstration plots and that training and projects and services are integrated.

- ELF promotes **innovation and creative thinking** consciously to ensure a break-through attitude towards development challenges. It is believed that many options exist to achieve development and that lessons of experience should be shared;
- ELF promotes **sustainable development**. This includes an emphasis on the sustainable use of resources, support for the triple bottom-line and a green and environmentally sound ethos and practices in all that it does.

STRATEGIC OBJECTIVES

The strategic objectives of ELF for 2010/ 2011 have been developed as a result of the transformation and strategic planning exercises and were proposed by the Management and Transformation Team and approved by the Board on 28 April 2010. The strategic objectives of ELF are to:

- Facilitate integrated rural development through the sustainable use of resources (economic, social and environmental);
- Achieve a significant development impact through poverty eradication and market led employment opportunities;
- Establish an FET College as a centre of excellence that links training to community projects;
- Build a new ELF with shared values and a human-centered approach.

It will be noted that the first two of the above strategic objectives are aimed at development and the external environment whilst the latter two strategic objectives are aimed at the organization in order to capacitate it to meet the external objectives.

THE APPROACH TOWARDS PERFORMANCE MANAGEMENT:

ELF is moving towards an integrated performance management system. Such a system need to incorporate the various assessment activities into a value adding process so that a symbiotic relationship can be developed and so that the different planning, decision-making, reporting on implementation and monitoring activities are aligned to each other. The key activities that make up the elements of an integrated performance management system at ELF are:

1. The annual strategic and business planning cycle that includes assessment;
2. The quarterly and annual reporting to the Board as well as the approval of the strategic and business planning as well as the budget on an annual basis;
3. The performance appraisal process concerning all management and staff;
4. Reporting on outputs and outcomes to donors and authorities (such as the SETAs) as and when required; and
5. Monthly and quarterly monitoring reports as well as evaluations.

At present ELF has established the first 4 elements and are now establishing a results-based monitoring and evaluation system. We expect to have quarterly reports in place from 2011 and evaluation reports as from the 3rd quarter in 2011. Commissioned evaluations on specific training courses and projects by external evaluators will also in future be encouraged and will form part of the evaluation portfolio.

ELF & ECC BUSINESS PLAN 2010/ 2011

AUGUST 2010

INTRODUCTION AND CONTEXT

Approach and context

This business plan should be seen in the context of the accompanying Strategic Plan where the strategic context and strategic objectives were provided and discussed. As was also noted in the previous section, the key requirement of strategic and business planning is that once the strategic objectives are developed and agreed upon, the business plan should propose how these objectives could be met. A set of business objectives, at the executive level of the organization have thus been developed in response to the strategic objectives. The Business plan spells out the business objectives, the roles and responsibilities of particular Departments, Units and Programmes regarding these objectives and functional areas of work as well as the different activities of the organization in the form of training programmes, projects and services. The details concerning all projects, activities and actions according to timeframes, budgets and allocated responsibilities is not contained here and can be found in the Departmental Business plans.

The business planning process

In the development of this Business particular plan, Managers consulted with staff in departments in bottom-up fashion at the end of 2009 and again in February 2010 after which Managers individually and jointly reviewed all plans at a dedicated three day workshop at the *Caledon Conference Centre* on 9, 10 and 11 February 2010. It should be noted that because of the transformation process that was prolonged into the latter part of 2009 and the first quarter of 2010, the Board approved the interim business plan based on 2009 planning in November 2009. Following the approval of the transformation Proposals on 28 April 2010, ELF appointed new Coordinators for the new functions and did new business planning on these functions during August 2010. The reviewed business planning including the new areas is contained in this report and in the Departmental Business plans and will be presented to the Board for approval for the

remainder of 2010. It is expected that business planning for 2011 will be submitted to the Bard for approval in November 2010.

Future Planning

It is expected that in future, the Business Planning Process followed by ELF will involve a multi-year planning, programming and budgeting systems approach (PPBS) approach rather than per annum events as it is essential that policy making, implementation and M&E feeds into the business planning process. This process will in future be initiated earlier in the previous year (in this instance 2009) so that S&B Plans may be approved by Management and the Board in the 4th Quarter Board Meeting. It is also expected that at quarterly meetings ELF Management will in addition to the normal reporting also provide monitoring reports on outcomes and results based evaluation results. In this sense the performance management value chain will allow that assessment results to feed into the decision making process for the new year at Management and Board levels. This will allow for proper planning, programming and budgeting as well as quarterly and annual reporting.

Composition

The business plan below is derived from the strategic objectives as discussed. Subsequently this summarized business plan will give an overview of the business activities of ELF and the ECC according to the respective organizational departments, units and programmes responsible for the business objectives below. Notes will also be provided on cross-cutting responsibilities and roles.

The reader should note that the summarized business plan below only provides a synopsis of ELF operations and that detailed Departmental Business plans include more detailed information such as the specific Programmes, projects, activities and actions, exact time frames and target dates, financial and human resource implications as well as specific roles and responsibilities.

BUSINESS OBJECTIVES

The approach of the Management Team in interpreting the strategic objectives and Strategic Plan has been to agree on a range of functional business objectives that need to be performed in order

to meet the strategic objectives and anticipated outcomes. In this respect it is noted that there are external strategic objectives as well as objectives related to the strengthening of ELF as a private, professional FET College as well as to strengthen the human resources and management of the organization.

The objectives below are thus ordered in to three categories namely firstly, those that relate to the **strategic management and public relation functions**, secondly those business objectives that relate **to the core business units** that are the front face of the organization and thirdly, business objectives that relate to **the internal support of the organization** to fulfill the above objectives. Subsequently, in the discussion after the objectives, the business plan will relate these categories of objectives to organizational structure, where specific Departments, Units and Programmes are responsible for the achievement of the business objectives.

The business objectives of the organization are to:

- Facilitate the **strategic planning and management** of the organization and public relations. This includes sound corporate governance, the planning and management of the organization, developing strategic partnerships and networks, facilitating and supporting the well-being of the organization as well as managing special projects.
- Promote an active **Public Relations Programme** and coordinating the four key functions in this respect namely strategic liaison with partners, the Marketing Unit, the Resource Mobilisation Unit as well as the Community Desk.
- Provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **agricultural development**;
- Provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **small business development and entrepreneurial development**;
- Facilitate and support the **Business 4 Development** function at ELF to enhance practical training as well as financial sustainability;
- Provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **Technical Trades**;

- Provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **Hospitality and Tourism**;
- Provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **Health promotion**;
- Provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **Social Development**;
- Provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **Education**;
- Ensure excellent **Quality Management**, inter alia through the accreditation and the reporting, monitoring and evaluation of training programmes, projects and services.
- As a support service in ELF and to external clients, provide a **Knowledge Management** function inclusive of the **Resource Centre, Research and Development, Information and Communication Technologies (ICT)** as well as **Environmental Management**.
- Provide effective **Human Resources Management**, including human resources planning, management and with a focus on Human resources development.
- Provide excellent **Corporate Services** to the organization, including Finance, Administration and Facilities Management.

The above business objectives will subsequently be discussed in the next section. It is concluded that ELF has followed a sound strategic and business planning process for which broad ownership exist. In confirming and articulating the intent of the organization, the next step is to present the intended actions through business planning as well as to provide a perspective on how the anticipated outcomes and impacts will be monitored and evaluated.

BUSINESS PLANNING: OFFICE OF THE CEO

The Office of the CEO is responsible for the facilitation of the strategic planning and management of the organization, for good corporate governance and the relationship with the Board, for cooperative governance and public relations with external stakeholders as well as for the well-being of all staff and ELF as a whole.

In terms of Board transformation, ELF has already shortlisted candidates and it is expected that prospective Board members will be interviewed in September and be appointed by November 2010. In terms of corporate governance, financial management and auditing practices, the decision-making processes of the Board and transparency at all levels in terms of reporting are regarded as priority areas.

In terms of good cooperative governance the CEO is responsible for facilitating and establishing relationships, networks and partners through multi-stakeholder processes, partnerships, MOUs as well as marketing and fundraising activities. In this respect the CEO is responsible for the management of the **Public Relations Programme** and coordinating the four key functions in this respect namely strategic liaison with partners, the **Marketing Unit, the Resource Mobilisation Unit as well as the Community Desk**. Facilitating good cooperative governance specifically means that the strategic positioning of ELF should be accomplished with key role players in Government, the private sector and with other NGOs, labour as well as civil society based organizations. A specific key performance area that relate to the above is the policy advocacy function where the CEO and management team will actively participate in the development debate in the next period at appropriate forums, notably the IDP, LED, tourism and PGDS processes.

The **Marketing Unit** is a new entity created as a result of the transformation findings and with the objective to take our ELF and ECC marketing and branding to another level. The **business objective of the Marketing Unit** is to do excellent marketing and public relations as well as branding for the new ELF and ECC. The detailed business plan shows that a specific **Marketing Strategy** has been developed to attend to the various functional areas that include inter alia the new upgraded website, an information brochure, newsletters,, special projects, media liaison, the orientation of visitors, e-advertising and other initiatives. This Unit is also responsible for arranging the External Launch of the new ELF to be held in October 2010.

The importance of the Resource Mobilization Unit has been confirmed as a result of the transformation exercise. Previously known as 'Fundraising' this Unit has also developed a **Resource Mobilization Strategy** as a result of a workshop with internal stakeholders and external experts. The business objective of the Unit is to do pro-active fundraising and to be

accountable (together with departments) to partners and the establishment of sustainable partnerships. The detailed business planning shows that the Unit has an impressive network of existing funders, that a specific strategy has been developed over the short and medium term to identify and engage with new funders and that reporting to funders form an important part of the responsibilities of the Unit. This entity also does proactive research on trends and tendencies in fundraising mobilization and plays an important coordination role in conjunction with the marketing unit.

The Community Desk is an exciting new initiative where a distinct entity has been created to act as the front-face of the organization to serve community members directly and to provide a window into ELF services and activities. The Community Desk is being established at OTC in Rooidakke and the key functions to be delivered include:

1. An employment intermediary agency (not a brokerage) whereby advice will be given to the unemployed and under-employed by facilitating a data base on clients as well as employment opportunities;
2. Information on training, education & employment through direct advice, notice boards data bases, and an Internet service. ELF staff act as a back-up support service to this function.
3. Information on government services such as the Social grants and pension fund, home affairs services and specialized assistance in collaboration with TWKM and GCIS;
4. The provision of Career guidance counselors for career development of community members;
5. The coordination of ELF's Disaster Support in the Grabouw/ Overberg area; and
6. Special projects, e.g the Community Works Programme and others.

The CEO is responsible for collective decision-making and effective coordination by the Management Team regarding the business management of ELF. This includes strategic and business planning as well as good communication, team building, protocol agreements and the management of potential conflict. A specific objective for the next period is to enable 'out-of-the-box' thinking and providing managers the opportunity to grow. The well-being and capacity building of ELF is also an important key objective for ELF and further information will be provided in the HR discussion below.

Last, the CEO is responsible for the facilitation and management of a set of strategic projects, some of which reside with operational managers. In a nutshell, this portfolio of special projects and special operational activities include:

- implementation of the transformation proposals and the facilitation of Board transformation;
- development of the *Elgin Community College* as a Centre of Excellence in the FET domain;
- establishment of a new facility - a *Community College Campus* in Grabouw;
- development of a *Community Desk* as the front face of our organization in Grabouw;
- further development of our '*Business 4 Development*' initiative, including hospitality and catering, winemaking and essential oil products as well as providing technical assistance and advice;
- development of the sustainable education concept e.g. the '*ELF Rural College for Girls*' initiative;
- *Nuffic/ Niche (Dutch) Project* aimed at capacity building in agriculture;
- the *ELF Arts and Music centre* funded by the Lotto; and
- promotion of sustainable use of resources, inter alia through alternative energy and the greening of our campuses also by promoting a strong environmental ethos and consciousness.

The CEO is overall responsible for the strategic and business management of ELF. The following discussion will focus on a summary of all our development activities of the core business units as well as the support departments and units.

BUSINESS PLANNING: CORE BUSINESS UNITS

The business objective of the Agricultural Department is to provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **agricultural development**. The core responsibilities of the Department relates to the management of the department including business planning, funding mobilization, human resources management as well as support for good governance. Networking and marketing of specific agricultural stakeholders to improve our networks are regarded as a priority. A special project for the next period is the management of the Niche Project. The Department will also be focusing on

their capacity to manage projects and to develop an M&E system for agricultural projects. As the major priority, the Department is responsible for agricultural training. The key learnerships include Learnerships in Plant production, mixed farming and Farming Systems for the Elgin and Wellington learners. A number of new applications for plant production learnerships have also been submitted. At present skills programmes are also offered to contractors and interns in Business Management. The Department also facilitates training in a number of short courses including e.g. harvesting, pruning, tractor operator, handling of chemicals and other areas, mainly by training farm workers.

The department is also involved in a number of community development projects. Our business planning currently includes the MTO vegetable garden, the Village of hope vegetable garden, the Sonop Essential oil Nursery and organic vegetables, the Ikhwezi Essential oil project, Leliefontein and Murraysburg. Through the training of our interns, ELF is also involved in demonstration plots through our 20 hectare Grabouw Farm in viticulture, wine making and the propagation and distillation of essential oils.

The business objective of the Department of Small Business and Entrepreneurial development is to provide accredited training, the facilitation of development projects and the rendering of services and technical advice through **small business development and entrepreneurial development**. The core responsibilities of the Department relates to the management of the department including business planning, funding mobilization, human resources management as well as support for good governance. Networking and marketing of specific small business stakeholders to improve our networks are regarded as a priority. A special project for the next period is the initiation of incubators for entrepreneurs as well as the production of value –added essential oils products, also as it relates to business for development.

As the major priority, the Department is responsible for small business and entrepreneurial training. The key learnerships include the Merseta New Ventue creation learnership that was completed in July and August 2010. Training for entrepreneurs also include the H&WSETA new Venture training initiative as well as the business training for FSAA. Projects include the development of incubators mentioned above, the NDA Ceres project as well as waste management opportunities.

In terms of services the Department is managing a very successful micro-finance scheme with small loans and grants as well as advisory services, including business planning for local entrepreneurs. Mentorship has emerged as a key competency and the Department has successfully integrated this in training as well as at other levels.

The **Business for Development (B4D)** function at ELF is being managed by the SBD Department and concerns income generating activities also to enhance practical training as well as financial sustainability. The role of the SBD Department is to provide central leadership for this function in the organization and to encourage various initiatives in the different functional areas. Our business plans include B4D initiatives in hospitality and catering at the ELF main campus and a catering and hospitality coordinator has been appointed especially for this purpose, B4D initiatives in agriculture (essential oils, viticulture and winemaking as well as B4D initiatives in small business) and business for development initiatives in small business (e.g. producing essential oil products) as well as construction projects through our Technical trades Department. In SBD our business plans include an exciting initiative whereby ELF has started to produce its own value added essential oil products such as creams, jells and soaps following extensive research in collaboration with CPUT. Our business planning also includes new ventures such as construction and technical services (e.g. the fitting of solar panels, private home-based care, career development counseling, and technical assistance with accreditation).

The **business objective of the Technical Trades Department** is to provide accredited training, the facilitation of development projects and the rendering of services and technical advice through technical trades. The responsibilities of the Department also relates to the management of the department including business planning, funding mobilization, human resources management as well as support for good governance. Networking and marketing with specific technical trade stakeholders to improve our networks as well as recruiting learners are regarded as a priority. The business planning for Technical Trades for the next year shows that this Department will continue to offer Legacy training in 2010 and that it is in the meantime accrediting Learnerships in the same areas for 2010. This includes bricklaying, carpentry and plumbing as well as the fitting of solar heating and in 2011, welding and electrician services. Special projects for the next period include a possible contract to install solar water heating in Grabouw houses, upgrading the OTC campus, the

Community Works Programme (also see the Community Desk) and exploring new technical areas, such as welding and electrician training. A special project for this year also included the construction of the Xola Naledi Creche for TWKM.

The **business objective of the Hospitality and Tourism Unit**, as a new function, is to explore and research opportunities in this field for accredited training, the facilitation of development projects and the rendering of services. At present priorities in our business plan includes a study of the market, where some clients already exist, such as the Caledon Hotel as well as the development of learning material for hospitality training. Other than presently facilitating workshops in order to prepare the unit and to mobilize a client base, various training opportunities and projects will be pursued. It is also envisaged that ELF has an important role to play in policy advocacy on tourism issues.

The **business objective of the Health and Social Development Department** is to provide accredited training, the facilitation of development projects and the rendering of services in the health and social fields. The responsibilities of the Department also relates to the management of the department including business planning, funding mobilization, human resources management as well as support for good governance. The business plan on **health** shows that ELF is directly involved in a comprehensive way in training and the rendering of health services. This includes Health learnerships levels 1-4 and Youth and Childcare level 4. ELF is involved in the rendering of significant health services on behalf of Government, namely Home-based Care as well as Lay Councillors.

In **Social development** present initiatives include the now very successful GOLD Peer Programme for youth at risk, Thogomelo 2 (HAD), Cape Epic, the training of Child Care Forums and marketing new future training such as Social Auxiliary Level 4, First Aid Training, private home based care and occupational health and safety. as well as Psych-Socio training. This function will also manage existing social projects such as swimming and music for primary schools. As an outcome of the transformation exercise, new social areas are presently under investigation and may include a Music and Arts Centre and training and projects in areas such as gender equity, youth, community safety, social capital development, sports management, culture and heritage and voter education.

The **business objective of the Education Department** is to provide accredited training, the facilitation of development projects and the rendering of services in this field. The responsibilities of the Department also relates to the management of the department including business planning, funding mobilization, human resources management as well as support for good governance. The detailed business planning shows that we have a significant involvement in Adult Based Education and Training (ABET) as well as the training of Early Childhood Development (ECD) principals. New areas include ECD level 5, Community Development Practise Level 4, Occupational Directed Education and training Level 5, and the new National Vocational Certificate (NVC) to accommodate drop-out students. The business plan also shows that a new area for the future includes developing a capacity to do career development counseling and advice to the youth.

BUSINESS PLANNING: SUPPORT AND SPECIALIZED FUNCTIONS

The **business objective of the Quality Management Department** is to ensure total quality management in the organization through accreditation and the reporting, monitoring and evaluation of training programmes, projects and services. The responsibilities of the Department also relates to the management of the department including business planning, funding mobilization, human resources management as well as support for good governance. Overall the purpose of the Department is also to ensure quality service delivery in order to continue to improve the effectiveness and efficiency of ELF's performance and to develop ELF's organizational M&E system for both training and projects.

The Department also has the responsibility for ensuring that ELF meets the Institutional Legal requirements as an educational institution. This includes the meeting of all legal and statutory requirements for accreditation, to register ELF as a centre of excellence and to register facilitators, assessors, moderators against unit standards, qualifications and occupational trades. The Department also has responsibilities to ensure that we do research to stay abreast with national and international developments in education and development projects. Monitoring and Evaluation of both training and projects at the results-based level is an important new function that are being developed at present and is expected to be operational during 2011. Future services may include

technical assistance to other NGOs and service providers on accreditation. A Special project includes the tracking of learners after completion of their courses at ELF.

The **business objective of the Knowledge Management Department** is to champion the Resource Centre, ICT, Research and Development as well as environmental support in the organization. The purpose of the Department is to support ELF with a modern-day approach to Knowledge Management in accessing information and knowledge and in ensuring access and availability of knowledge in innovative ways. The Resource Centre is well established and includes a mobile library, collection development, library management, current awareness and archives. Research and Development provides an internal strategic and operational service. The present business planning shows that applied research in the field of essential oils in partnership with CPUOT is highly significant. The purpose of the ICT function is to advise ELF on ICT developments. The responsibilities of the Department also relates to the management of this function in terms of business planning, funding mobilization, human resources management as well as support for good governance. The Knowledge Management Unit is also involved in training such as computer related training, science and technology as well as information literacy initiatives.

The **business objective of the Corporate Services Department** is to provide strategic advice on financial management and to provide efficient internal services with regards to Finance, Administration and Facilities Management. The Department's business planning shows that it is very active and successful with Business for Development initiatives in the hospitality area and during the last year this included the establishment of a guest house, the upgrading of the ELF hostel, the improvement of catering services and plans to develop a future canteen. Corporate Services also offers the ICB bookkeeping Course.

Other than the internal responsibilities of the Department that relates to the management of the department including business planning, funding mobilization, human resources management as well as support for good governance other specific responsibilities as per the detailed business planning includes the following. **Financial Management** includes annual budgeting, cash flow projections, records on income received, financial reporting, auditing responsibilities (the Auditor is

Boshoff Visser), stock and asset management and the costing of projects. Responsibilities also include the management and administration of income tax, VAT, PAYE and UIF. **Administration** responsibilities in the detailed business planning includes reception, administrative stock control, copying, management of the vehicle fleet, reservation of venues and catering, procurement, IT support, catering, the management and archiving of contracts and insurance. Corporate services is also responsible for the legal administration of ELF and the ECC. **Facilities Management** of the Main Campus, previously Grounds and Buildings, focuses on office space and renovations, infrastructural developments, maintenance, housekeeping and the development and maintenance of our gardens and surroundings also as a social space conducive to the wellbeing of our staff and visitors. Corporate Services also facilitates the adherence and implementation of the Health and Safety regulations for the organizations.

The **Facilities Management** including occupational safety of our **Occupational Trade Campus (OTC)** in Grabouw is the responsibility of Malcolm Abrahams from the Technical Trades Department. Our detailed business planning in this respect includes a substantive upgrade and the development of the Community Desk.

The **business objective of the Human Resources Department** is to provide effective Human Resources Management, Planning and Human Resources Development support to the organization. HRM includes all the normal functions such as recruitment and selection, contracting, HR policies, the facilitation of disciplinary hearings and labour/ industrial relations as well as the counseling of staff. It is also responsible for the normal HR administration and planning functions (see business plans for details) as well as meeting the statutory requirements (EE Plan, Workplace skills Plan & BEE compliance). As a result of the transformation our business plans show that a special emphasis has been placed on Human Resources Development to improve the building of the capacity of our organization and staff. At present a staff forum and a new grading system are being considered. Specific HRD priorities include Internal and external training and a bursary scheme, mentorship and career development as well as talent management. As from 2010, Personal Development Plans (PDPs) have become compulsory and career planning, training and mentorships are considered for all staff. In particular a well-being programme are being developed. The future of the organization lies in the growth of our people.

The interested reader is referred to the detailed departmental business planning per department for further information.

Drafted by Christo De Coning

CEO:ELF

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