



vision

WISA Vision 2015 – Outline

19th November 2008 – v1.02

Water Institute of Southern Africa

Compiled by Johan C Wagner (SFWISA)*



Index

Note:

Please note that all work done by Johan C. Wagner on this strategic planning project was done on a pro bono basis as his volunteer contribution to WISA and the water sector.

In addition, Ceenex provided the facilities used as a donation to WISA.

- Overview
- Situational Assessment
- Envisioning Framework
- Strategic design outline
- Decisioning
- Deployment and Implementation
- Annexure

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Overview

The Water Institute of Southern Africa (WISA) is a well established, not for profit, volunteer, professional community, providing a wide range of benefits to its members and the water sector in general. WISA strives to be the inclusive and objective representative of the Southern Africa water sector in terms of the mandates it holds from its 2400+ members.

The current strategic scope of WISA is embedded in its vision defined as: **“to build expertise, share knowledge and improve quality of life...”** WISA realizes its current business case mainly by:

- Delivering conferences, workshops and related professional gatherings
- Information transfer by means of newsletters, monthly journal and knowledge management
- Implementation agent services for water sector projects
- Networking and capacity building

WISA operates a balanced budget and generates its income mainly from conference income, membership, advertisement, implementation agency fees and interest income. Current annual income amounts to approximately R10 million. Operations and activities are managed and supported by a full time staff of 10 and targeted outsourcing where applicable.



Overview (cont.)

WISA currently operates under a complex governance and management structure and a policy guide entitled WISA Strategic Plan 2005. Under the guidance of the current Presidency of WISA, its management embarked on a strategic planning process. The process commenced with a Board of Directors strategic workshop facilitated by Ceenex held at ERWAT, Conference Center, Elandsfontein on 10th April 2008. The workshop focused **on the internal strategic assessment of WISA's current strategy, structure, processes, systems and resources.**

Further strategic inputs were gained from a meeting organized by Fred van Zyl held at Sun City in May 2008. The Board mandated the CEO and a sub team to develop the strategy.

A strategic design workshop was held on 27th September 2008 at Leopard Ranch attended by Heidi Snyman, Kevin Pietersen, Koos Wilken, Fred van Zyl, Wallace Maine and Johan Wagner. The purpose of this workshop was to develop a strategic outline for consideration by the Board.



Overview (cont.)

In essence, **strategy** can be defined as the optimal deployment of processes, systems and resources in order to achieve an adopted vision framework accommodating the environmental forces.

A good strategic plan should include statements relating to assessment, envisioning, design, decisioning and deployment framework.

A proper strategic process should include the following workflow steps: (1) Assess (2) Envision (3) Design (4) Decide (5) Deploy and (6) Support. The purpose of this document is to serve as the high level communication document that summarizes the key elements of the WISA Vision 2015. The components addressed in the Vision 2015, includes:

- Situational Assessment
- Envisioning Framework
- Strategic Design Outline
- Decisioning
- Deployment and Implementation



Situational Assessment

Scope



- WISA is a unique value adder in the context of the Southern Africa water sector economy and to deliver a good and relevant strategic framework document, a key requirement is the provision of a sound situational **assessment that can serve as the base case or the “where are we?”**
- This section addresses three important components of the assessment:
 - Water sector segmentation and current WISA positioning
 - High level analysis of the external strategic environment in which WISA operates. External components include the broader strategic environment and well as the external actors or organizations that has a direct influence on the strategic direction of WISA
 - Assessment of current internal arrangements and issues that WISA faces as a company. It is important to focus on strategic and management issues and not operational/functional or transactional aspects. Focus areas can be functional such as strategy and leadership, marketing and communication, operations, corporate services and staffing, finance, ICT and facilities. Focus areas can also be horizontal, in other words, assessing strategy, structure, business processes, systems and resources

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Situational Assessment

Sector Segmentation



It is important that WISA do not miss opportunities due to incomplete segmentation of water sector components.

WISA should reach out beyond the traditional segmentation of scientists and engineers, DWAF, local government and wet industry to include other disciplines and **users of water...**

- The Water Sector forms a part of the economy and can be sectored multi dimensionally. Formally the sector and its sub components can be classified in terms of SIC (Standard Industry Classification Index) or NACIS (the North American System).
- The South African Water Services Sector amounts to approximately 1.5% of the GDP or equivalent of R31 billion at basic 2008 prices. The water resources sector is excluded in the above estimate.
- Important ways to consider the Water Environment includes by sector, by industry, by competitors and supplementary contributors. Sector can be broadly classified as Public and Private Sector, but can also be **grouped as government, state owned, not for profit, NGO's private** sector organizations segmented in terms of size.
- Segmentation can also be done by activity such GPRDBOOMC that relates to activities such as governance, planning, regulation, design, build, own (finance), operate, maintain and customer services.

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Situational Assessment

Sector Segmentation



It is important that WISA do not miss opportunities due to incomplete segmentation of water sector components.

WISA should reach out beyond the traditional segmentation of scientists and engineers, DWAF, local government and wet industry to include other disciplines and **users of water...**

- Another way to look at segmentation is to approach it functionally: i.e. management, development, operations, environment, support, etc.
- Segmentation can also be approached from the following points of view:
Lifecycle water services provision:
 - A. National Water Act: Resources.
 - B. Water Services Act: Bulk Storage and Supply, Bulk Distribution, Networks, Sewerage and Wastewater Treatment and Disposal
 - C. Customers: Households, Commerce, Industry, Mining, Agriculture
- For the assessment of WISA activities segmentation will have to **address** also aspects such as how much water is being used and waste water produced by whom, how many and what skills are involved in water activities and who controls the water activities.

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Situational Assessment

World Water Sector Systems

World Water System

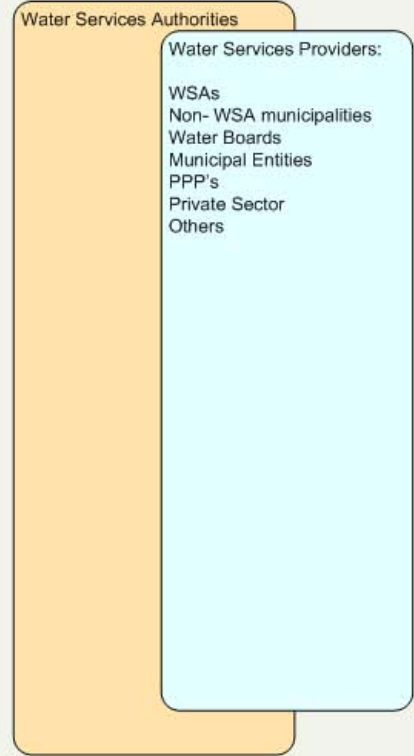
The systems diagram represents the various sector "actors" as well as geo mega forces impacting on and interacting with WISA

- External Strategic Environmental Thrusts:
- Demographic
- Economic
- Social
- Physical: Topo, Geo
- Technological
- Institutional
- Constitutional
- Natural Environment

South Africa Water System



Local Government



- WISA Competitors:**
- SALGA
 - WRC
 - CSIR
 - IMESA
 - SAICE
 - WEF
 - Other

- Water Services Communities:**
- SALGA
 - WRC
 - CSIR
 - SABS
 - IMESA
 - NGOs
 - Transition Organizations

- Customers:**
- Business
 - Commerce and Industry
 - Industry Wet
 - Mining
 - Agriculture
 - Government
 - Residential: Indigents (Poor)
 - Customers that can pay
 - Residential Service Options:
 - WATER:**
 - Basic – communal tap
 - Intermediate - Yard tap
 - Full service – low pressure
 - Full service – high pressure
 - SANITATION:**
 - Basic – VIP
 - Intermediate – septic tank
 - Full Service – sewerage
 - RESOURCES**

- Suppliers & Services Providers:**
- Consultants
 - Contractors
 - Manufacturers
 - VAR
 - Other



Situational Assessment

External Environment



Typical change drivers

The rapid external strategic environmental (geo mega) assessment yielded the following drivers to consider in the WSIA 2015 strategy:

- Global climate change
- Carbon footprint – CO₂ reduction and carbon credits
- Extreme climate/weather events
- Quest for resources – i.e. Potash, some energy resources, but especially all non renewable resources
- Human resource – aging experts, mentorship needs,
- Information use
- Metering



Situational Assessment

External Environment (cont.)

Typical change drivers

The rapid external strategic environmental (geo mega) assessment yielded the following drivers to consider in the WSIA 2015 strategy:

- Constitutional/institutional confusion
- Financial turmoil
- Employee turnover
- One family one tap
- Water for Agric
- Water for Industry
- Layman, false prophets, greed,
- Water quality (is my water safe?)



Situational Assessment

External Environment (cont.)



Typical change drivers

The rapid external strategic environmental (geo mega) assessment yielded the following drivers to consider in the WSIA 2015 strategy:

- Water availability crisis – cancer, O&M asset management
- Enforcement of existing regulation – Compliance – respect for compliance
- New (reclamation water) and virtual water debate (water bank credits)
- Migration
- Socio-economic benefit analysis, health
- New technology, especially ICT
- Cost of doing business – procurement, management required, BEE
- Innovation and resilience and integration



Situational Assessment

External Environment (cont.)



Typical change drivers

The rapid external strategic environmental (geo mega) assessment yielded the following drivers to consider in the WSIA 2015 strategy:

- Millennium Challenge Corporation
- Global leadership for the sector
- Urban environmental issues
- Economy of scale and regional impacts
- Globalization vs. decoupling
- Competitors – SAICE, IMESA, WEF, other professional bodies



Situational Assessment

Company Assessment - Business Case Highlights



- Association in water sector
- Diverse member grouping
- According to the CEO the Membership numbers at the time of the workshop totaled to: 2421 members, comprising 500 students, 165 companies, 34 **Patrons and 1722 individuals...**
- Sourcing income: **R10m turnover in total with direct income of:**
 - membership fees, R1.1m
 - conferences etc., R1.6m
 - IA for DWAF, R0.8m
 - interest income, advertising R.115m, R.5m
- Resources : 10 full time staff, own property,
- Several money market accounts
- Debtors an issue
- 5 regional branches and 11 technical divisions – who operates largely autonomous with independent income
- Direct overheads amounting R2.4m pa
- Detailed income statement available



Situational Assessment

Company Assessment - Business Case Highlights



WISA depends on amongst other sources of income on income from individual members. The evolution of membership pricing is presented below:

Consideration needs to be given to an optimal pricing tactic



Situational Assessment

Company Assessment - Business Case Highlights



Consideration needs to be given to an optimal pricing tactic

WISA depends on amongst other sources of income on income from corporate members. The evolution of membership pricing is presented below:





Situational Assessment

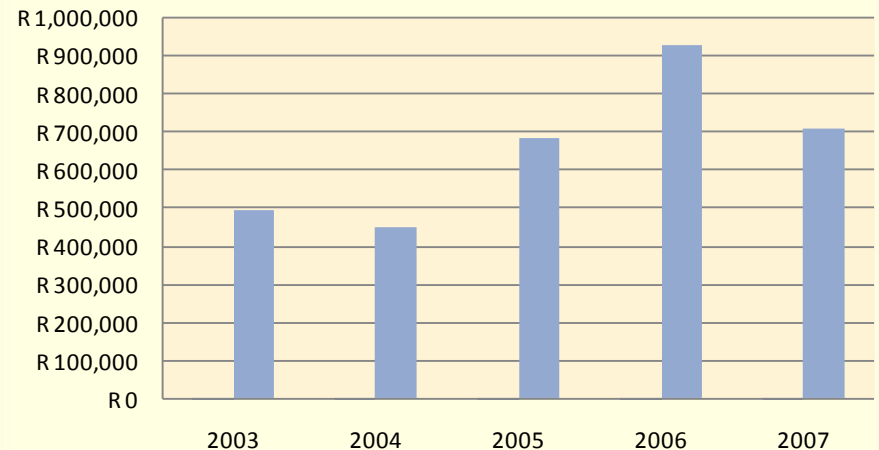
Company Assessment - Business Case Highlights



We need to understand the drop in 2007 income and project future income...

Recent annual membership income is presented below and is approaching **R1 million per annum...**

Total Income from Membership





Situational Assessment

Company Assessment – Member benefits 1

An assessment of membership benefits were done and the benefits are listed as:

Individual

1. Conferences, at a discount
2. Network
3. Newsletter
4. Professional community belonging
5. Promotion of interest in science
6. Access to data
7. Access to information
8. Knowledge Management
9. Sector representation, peer group, union
10. Platform for debate, guides, policy
11. Product/services development assistance
12. Building CV
13. CPD ECSA recognized voluntary association
14. Dual membership IWA?
15. Water Sanitation Africa - journal



Situational Assessment

Company Assessment – Member benefits 2

An assessment of membership benefits were done and the benefits are listed as:

Company (Corporate)

1. Directory listing – hard copy
2. Exposure, visibility
3. Contact person enjoys individual member benefit
4. Access to data
5. Access to information
6. Knowledge Management
7. Capacity building and employee benefits
8. Social responsibility
9. Network
10. Stakeholder participation mechanism
11. Provision of consulting work
12. Water Sanitation Africa - journal



Situational Assessment

Company Assessment – Member benefits 3

An assessment of membership benefits were done and the benefits are listed as:

Patrons

1. By invitation only, based on rules (1:65) – peer recognition
2. Lunch annual
3. Logo on news letter, directory, web,
4. First option services
5. WISA Presidential visit annual
6. Directory listing – hard copy
7. Exposure, visibility
8. Contact person enjoys individual member benefit
9. Access to data
10. Access to information

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Situational Assessment

Company Assessment – Member benefits 4

An assessment of membership benefits were done and the benefits are listed as:

Patrons (cont)

11. Knowledge Management
12. Capacity building and employee benefits
13. Social responsibility
14. Network
15. Stakeholder participation mechanism
16. Provision of consulting work
17. Water Sanitation Africa

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Situational Assessment

Company Assessment – Strategic



WISA is in need of a strategy and business **plan...**

The previous strategic initiatives mainly comprised of operational and transactional issues, which is best solved by executive **management...**

Reference should be made to the April 2008 workshop notes in Annexure

Main issues to consider in strategic design:

- Implementation agent status (IA)
- Outsourcing
- Debtors
- Membership growth
- Regionalization
- DTI opportunities
- More, optimized benefits
- Structure
- eWISA
- Dependencies and interdependence
- Roots vs. sustainability
- BBEEE transformation vs. expertise drain
- Continuation – presidency term
- CEO contract – term and conditions



Situational Assessment

Company Assessment – Strategic



More main issues:

- Other services offerings
- Volunteerism vs. commercial services. Keep timesheets of volunteers
- Governance
- Very little if at all donor funding (US example)
- CEO induction
- Africa intent – WISA role and franchise



Situational Assessment

Company Assessment – Existing Structure

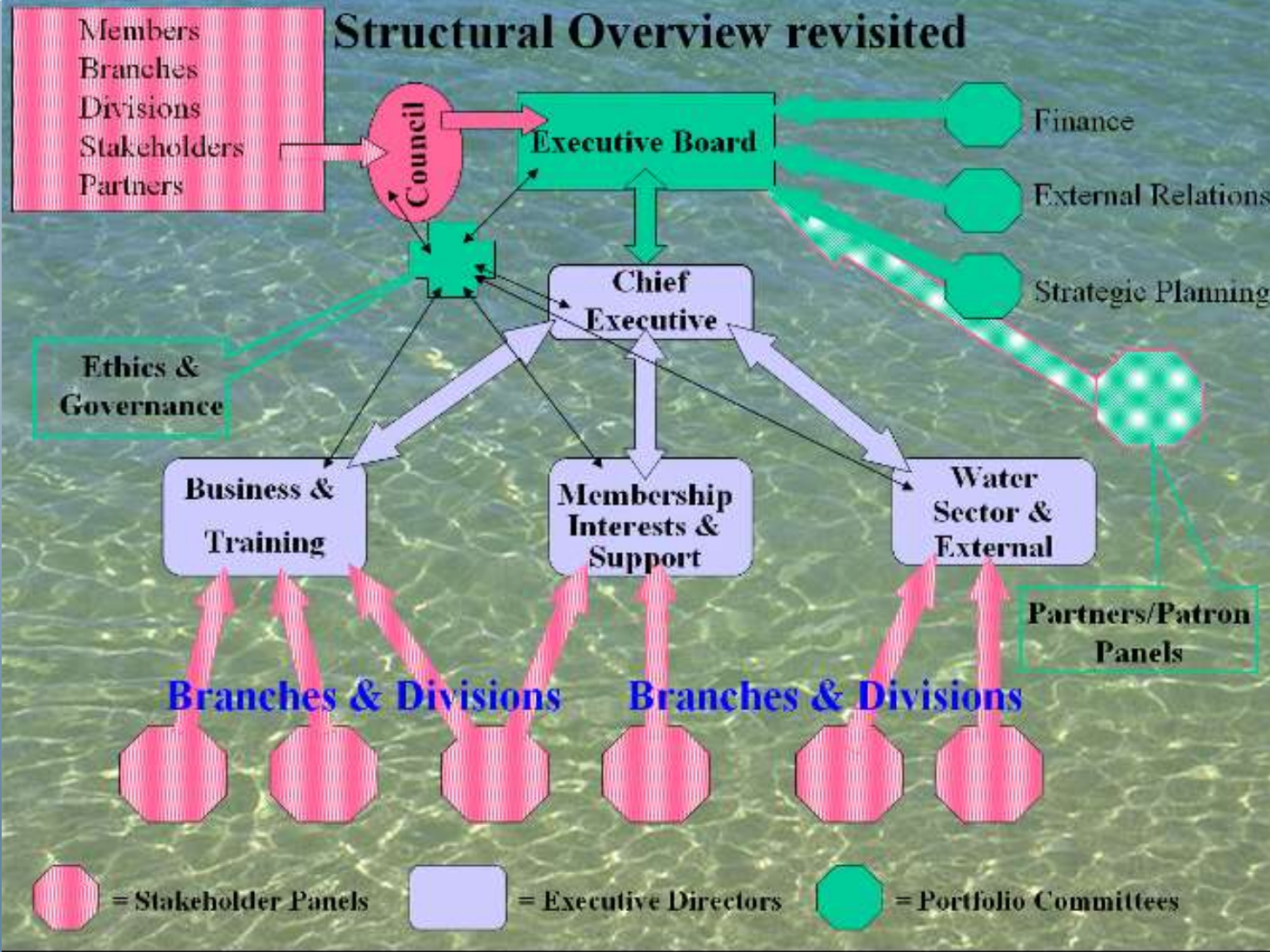


The current structure is complex, too big and does not support principles of good corporate governance structuring and processes.

Branches and Divisions manages themselves with very little, if any corporate governance applied by the executive.

The current structure makes donor funding difficult and are open to competition between the members.

Difficult for a sharing caring culture to develop.



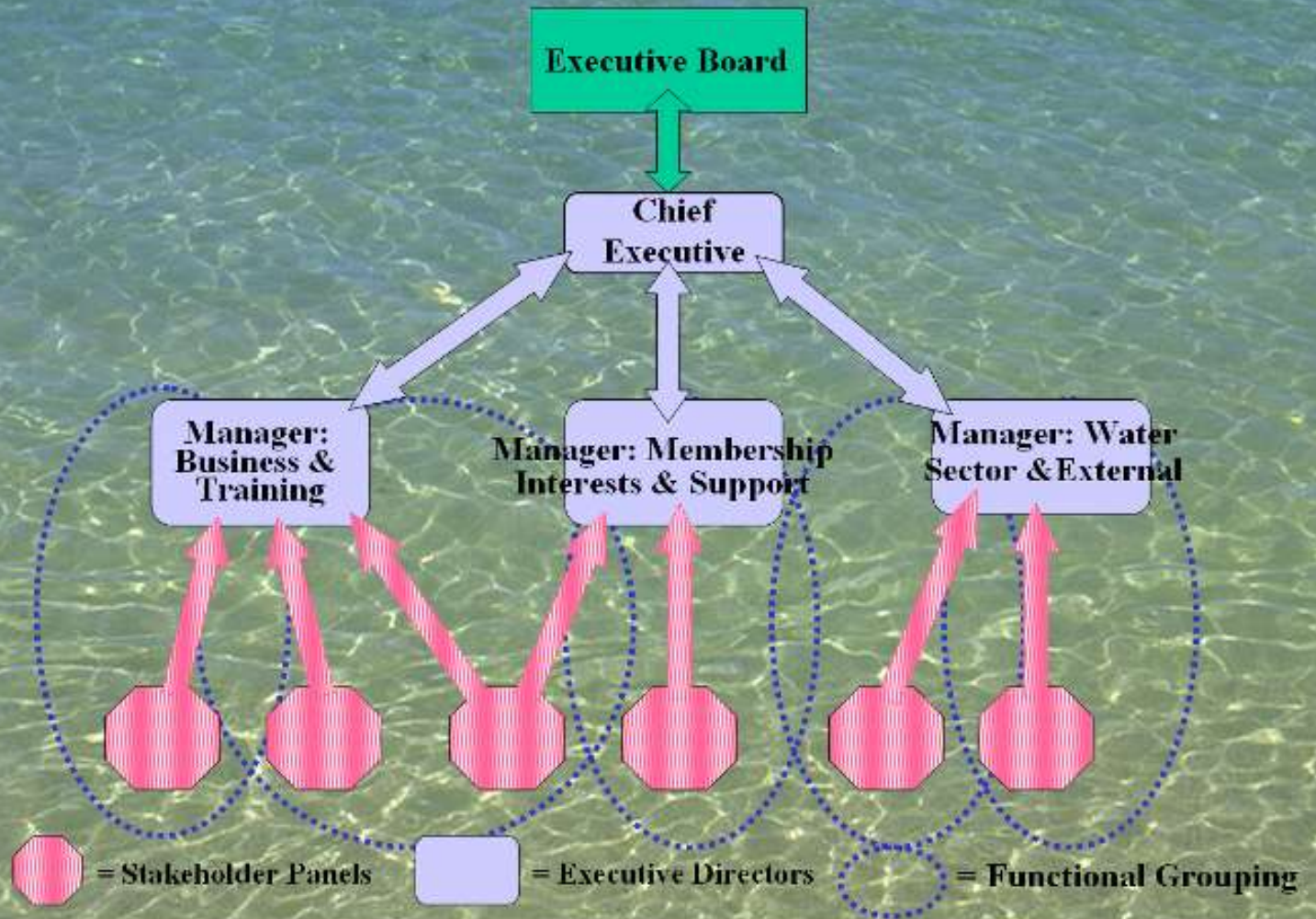


Situational Assessment

Company Assessment – Structure

Bad compromise...

Stakeholder Panels - visual





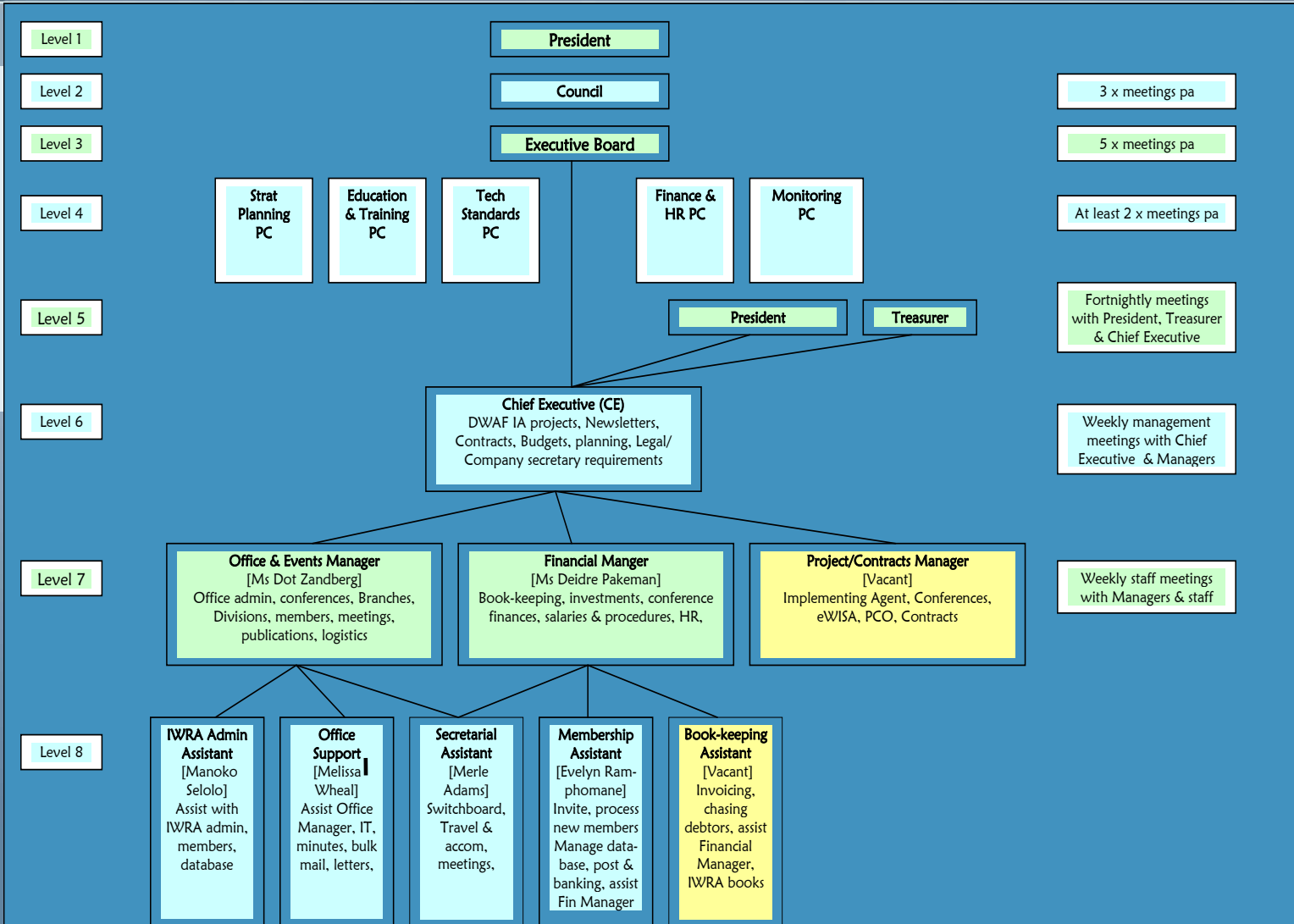
Situational Assessment

Company Assessment – Structure Proposal

Too complex for the size. Structure propagates principle of business and makes it "too busy to grow"

KISS!!!

Levels are too structured?





Envisioning Framework

Vision



Vision:

- **Existing vision: “to build expertise, share knowledge, improve quality of life”** (in the Southern Africa water sector) – should we keep this?
- Your water sector professional community of excellence
- My voluntary, Professional Community of Choice: Water Sector, Southern Africa
- What about Africa intent?
- Mission can be described as: WISA, your one stop, independent, volunteer (non profit), professional, water sector community institution, that provides diverse membership benefits, and support the Southern Africa water sector in a representative and effective way. It strives to be an effective and efficient organization, subscribing to the principles of its **constitution and complying with process of good corporate governance...**



Envisioning Framework

Vision: One year Presidential Outlook

A standard first presidential item should become **“the annual state of the water sector and outlook address”**

- Promotion of sector understanding
- Getting people to share info
- Getting eWisa to grow.
- Capacity building
- Young professionals focus
- Process control platform
- Restructuring of WISA – gearing and stabilize the growth, improving governance, ext and internal
- Broadening the membership participation
- Need to understand the needs of members
- Value for members
- Support benefits for members
- Create a fun organization
- **Mobilizing the private sector to share and care, capture industry’s leadership attention**
- Long term view
- Volunteer driven



Envisioning Framework

Values



The 2005 strategic intent document lists and describes several values and principles of engagement would could be summarized below:

The strategic workgroup filtered the following values for ratification:

- Autonomous
- Voluntary intent
- Non-profit
- Business principles: dynamics, adaptive, resilient, smart (techno)
- Professionalism
- Ethics, respect, honesty, integrity, **“share a care”**,
- Strategic partnership (common goals, shared performance)
- Total water sector approach

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Envisioning Framework

Values

The strategic workgroup filtered the following values for ratification:

In addition, some more values

- Multi functional, multi disciplinary approach
- Program & project management, business plan, outcome based
- Business life cycle oriented
- Good corporate governance
- Managing conflict of interest
- Promoting open channels of communication
- Developmental approach
- learning, enablement and healthy climate environment
- Social responsibility, social benefits
- **Above all, members must have fun and enjoyment i.e. "WISA makes us laugh" "WISA makes me happy" "WISA is lekker" themes**



Envisioning Framework

Focus: Membership Pack (value proposition)

1. To serve the water sector
2. To volunteer
3. To donate in cash and kind
4. Recognition, awards, water excellence awards, balls,
5. Knowledge
6. Information
7. Data
8. Conferences: Types, grand, support, facilitated
9. IA
10. Web services
11. Interaction
12. CPDs
13. Accreditation
14. CV builder
15. Fun
16. Technical Tours



Envisioning Framework

Focus: WISA offerings



- **Interactor:** Conferences: to share knowledge management, sector leadership, capacity, SFWISA club, special interest groups, club,
- **Facilitator:** Functional (MM, CFO, Political, Legal, ICT,
- Agent: Admin agency, other agencies
- **Knowledge Manager:** WaterWiki (geo hydro) eWISA, WISA portal, Technology transfer, Widget, Plaxo
- **Resourcer** (virtual specialist pool)
- **Monitor:** good governance, commentary scorecards sector analysis
- **Supporter:** sector support, virtual pool, WATSUP (risk waiver), (Pwas), all levels, multi discipline
- **Trainer:** structured courses, water quality waste water management, effluent from mines, negotiate with universities, orientation, winter schools, community out reach

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Envisioning Framework

Focus: WISA offerings



Vision
Values
Visionary Focus (roles)
Strategic Goals
Benefits revisited
Business KPA's

- **Integrator/Coordinator/networker:** Water Sector multi functional PC (Imesa, SAICE, IMFO, Law Society, etc. IWA, IWRA, AWWA, CWWA, WEF, Health DOH)
- **Mediator/Arbitrator:** dispute resolution assign by the President
- **Broker:** membership deals, sponsorship, i.e. ASCE, labor broker, opportunity (tender) portal. CIDB – contractor certification - link
- **Capacitator:** mentor, young professionals, exposure/participation, career enhancement, increase awareness of qualifications, understanding obligations, Student exchange, change management principles, bursaries vs. excellence award
- **Due diligence, peer review,** mentor, audit, expert panel, comments,
- **Surveys:** selected, i.e. customer satisfaction, salary survey, others,
- **Accreditor:** CPDs, water sector business competent, WMBA, process control - IA
- **Promoter:** WISA, membership, key performance areas, water sector strategic agenda, You Tube, blog, RSS feeds, Plaxo, sms, etc



Envisioning Framework

Focus: Target Sources of Income

1. Membership fees
2. Donations, sponsors
3. Conferences etc
4. Exhibitions
5. Technical tours
6. IA fees
7. Advertising income
8. Brokerage: HR
9. Brokerage: Procurement
10. Volunteer income
11. Training income
12. (Sourcing savings)
13. eWisa
14. Accreditation income (CPDs)
15. Gala and fun events



Envisioning Framework

Strategic Goals

Goals needs to be grouped re-packed...

1. Total water sector approach – full sector, full function, full geography
2. Sector inclusive quality growth in membership
3. Value added membership benefits
4. Enhancing the cooperation and sharing and caring internally between units and members
5. Outcome fun based focus (projects)
6. Priority focus on activities of national importance and acquire mandates
7. Becoming the capacity enhancer of choice in the sector
8. Balanced budget (plan, do and review, sustainability, viability)
9. Fun based
10. Optimize sourcing - DIY focus
11. Good corporate governance
12. Be smart organization!!!

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Envisioning Framework

Strategic Objectives (Key Performance Indicators)



Need to sign off on
KPIs...

1. Newsletter circulation
2. Young professional focus
3. Members: 7 years 5000
4. Sector inclusive metrics
5. Reserve: R3.5m cash plus % growth
6. Membership conversion metric (students/observers)
7. Turnover R25m (members R5m) (other R20 m) pa
8. Donors: R10m pa

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Strategic Design

Strategic Action Plans



The "ChiefXOfficer" references refers to the function best suited for assuming responsibility for execution.

E=Executive
M=Marketing
O=Operating
CS=Corporate Services

- In matching the situation analysis with the envisioning framework, it is **evident that several gaps exist between the "as is" (situational analysis) and the "to be" (vision framework).**
- We need to consider the worst and the best of similar organizations and **reposition WISA for optimal development...**
- In reviewing the current resourcing it was decided to recommend the grouping of strategic actions required into a logical arrangement of **strategic action plans** (SAPs) or strategic projects:
 - 1. Improve Corporate Structure Effectiveness – CEO**
 - 2. Drive Membership Quality Growth – CEO**
 - 3. Cultivate Donor, Sponsorship and Volunteer Support – CMO**
 - 4. Excite Brand and Visibility – CMO**
 - 5. Produce Deliverables and Operations - COO**
 - 6. Strengthen Corporate Governance - CSO**
 - 7. Optimize Sourcing – CSO**



Strategic Design

SAP 1: Improve Corporate Structure Effectiveness



WISA has been active in working towards an effective corporate structure. However the current structure of WISA neither represents good practice nor assist with good governance processes. The current structure may not be acceptable to international donors due to gaps in accountability, responsibility and conflict of interest. SAP 1 focuses in improving and simplifying the WISA corporate structure in order to align it with organizational strategy, size, accountability, effectiveness and efficiency as well as governance requirements. This thrust includes the following activities:

1. Review the MoI and Articles of Association
2. Reconsider the voting rights and number of votes of members and classes of members
3. Reconsider the role and function of the Council
4. Review the Board structure and implement
5. Review the role, responsibility, accountability and appointment of the CEO
6. Redesign the executive management structure
7. Determine the benefit/cost of ownership of the structure
8. Agree and implement



Strategic Design

SAP 2: Drive Membership Quality Growth



Existing members need to be recognized and rewarded for staying with WISA

New members need to be excited about joining and staying

WISA must make it **"difficult"** for members to resign

A fresh look is required
ALL possible mechanisms to recruit and retain the right members

The Vision provides for increasingly improving and extending membership benefits as well as increasing the WISA membership geographically by boosting member categories. The following 2 main activities are at hand:

1. Enhance membership benefits:
 1. Consider extension of member benefits by confirming feasibility of proposed benefits
 2. Review benefits packages of related other institutions internationally
 3. Determine cost versus impacts of benefits
 4. Confirm usability
 5. Plan communication tactics
 6. Develop, test, launch and support benefits sequentially to maintain innovation
2. Excel membership growth
 1. Develop detailed membership growth plan
 2. Confirm appropriate membership segmentation and categorization
 3. Target potential new members
 4. Develop, launch and support new member recruitment drives
 5. Develop, launch and support existing membership retention drive
 6. Confirm membership satisfaction



Strategic Design

SAP 3: Cultivate Donor and Volunteer Support



SAP 3 focuses on harnessing additional sources of income and resources namely Donations, Sponsorships, Aid and Volunteer Support by means of systematic targeting and executing planned initiatives. The international donor market is huge, for example the US private donor market was identified as more than 2% of the GDP. Conditions set by donors that need to be met often include aspects such as representativeness, inclusiveness, autonomy, acceptable institutional structure and transparent corporate governance. On the other hand WISA must ensure that donor offerings do not compromise the strategic intent, goals and corporate governance policies of WISA. Activities to be considered include:

1. Development of business cases and plans for funding required
2. Identification of local and international donors, sponsors and volunteer resources
3. Development of effective means of closure on such opportunities
4. Ensuring that delivery and risk management mechanisms are in place
5. Setting in place a dynamic funding opportunity management system



Strategic Design

SAP 4: Excite Brand and Visibility



Corporate image should evolve – it creates visibility opportunity.

WISA brand strengthening and elevated visibility is about building a widely recognized brand, visibility and strengthening its corporate image. Consideration should be given to activities such as:

1. Develop a business plan and costing for the brand and visibility SAP.
2. Review of corporate image design – test brand recognition and modify if necessary
3. Register brand and slogans, and trademark
4. Develop and implement focused marketing plan, including advertising and communications plans
5. Improve and increase web presence by:
 1. Renew and modernize www.wisa.org.za
 2. Ensure international fast web access
 3. Use other web based visibility tools such as You Tube.
6. Form marketing partnerships with governmental brand builders such as DTI, GTA (Gauteng Tourism Authority)
7. Monitor effectiveness



Strategic Design

SAP 5: Produce Deliverables and Operations

SAP 5 guides the role, function and activities of the Operations (COO) function and includes the following:

1. Planning, design, delivery and review of conferences, seminars, colloquia, workshops, discussion groups, exhibitions, technical tours, etc
2. Deliver program and project management services as Implementation Agent in such a way that it balances member benefits against minimizes competition with its members
3. Attend to special projects from time to time
4. Knowledge management and resources pool management
5. Provision of brokerage services such as staffing of water sector specialists, operational and maintenance functionaries
6. Provision of career based training and capacity building
7. Development and maintenance of manuals of practice and specifications
8. Provision of tender and proposal bureau services
9. Coordinate and deliver international sector based exhibitions on behalf of country as a whole, through DTI. Also assist organizations such as USTDA with local business development and exhibitions
10. Promote and manage continuing professional development accreditation



Strategic Design

SAP 7: Strengthen Corporate Governance



It is of vital importance that volunteer organizations ensure continues **prudence with regard to “total” corporate governance, especially working** with third party contributions. This SAP focuses on the four elements of governance:

1. Strategic
2. Constitutional
3. Contractual
4. Legal

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Strategic Design

SAP 8: Optimize Sourcing

WISA needs at all times to ensure that it can account for all its sourcing efforts. This action plan includes the following activities relating to sourcing:

1. Outsourcing of journals and other printed matter
2. Use of consultants
3. Use of events organizers
4. Use of agencies such as recruitment and advertising agencies
5. Debt collection
6. General office support
7. Financial management and management accounting
8. ICT support

Operating practices should be in place to ensure sourcing is in accordance with good practice. In other words:

1. Do not source core business
2. Do not source where high profit margins exist for continuous operations
3. Source for peaks
4. Source for specialists
5. Source to develop internal capacity where required.



Decisioning

- *Board needs to record their decision here...*



Deployment and Implementation

- *To be provided once plan is approved in principle*

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Annexure

- WISA Constitution
- Strategy Workshop: 2008 Notes of Meeting, Held at ERWAT, Conference Center, Elandsfontein on 10th April 2008
- Other reference materials

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