



CENTRE FOR  
ACCOUNTING STUDIES

# STRATEGIC PLAN

2020 - 2025

## STATEMENT FROM CHAIRMAN OF COUNCIL



Samson Mphaka  
Chairman, CAS Council

The establishment of Centre for Accounting Studies (CAS) was in recognition of the critical role higher education continues to play in our Country’s development. Indeed, enactment of Higher Education Act 2004, which supports access to quality higher education in the country, is a further testimony to this.

The place of education as a catalyst for development cannot be overemphasised. Education remains a key driver of economic growth in both developing and developed countries. Indeed education is one of the key anchors in the social pillar for the realisation of the Country’s Vision 2020, the blue print for development; and a major catalyst in the attainment of Millennium Development Goals.

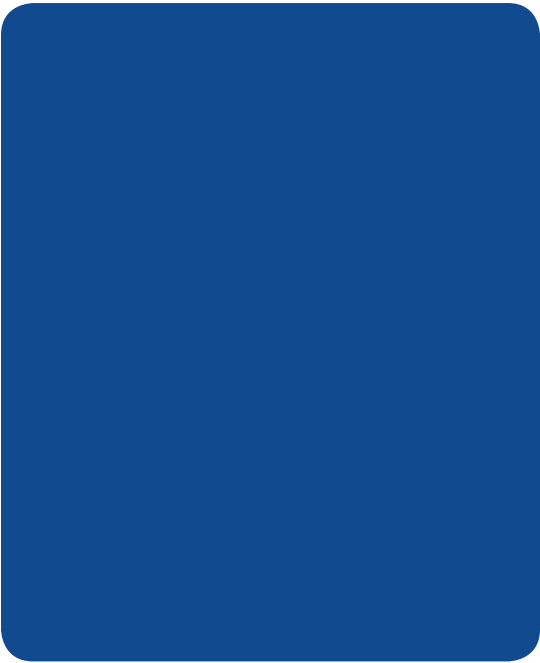
It is the Centre for Accounting Studies’ intention to transform into a Business School. As an institution on this path, a determination of strategic direction to steer its development and the realisation of an expanded mandate is imperative. The development of 2020-2025 Strategic Plan is a step in the right direction.

In line with modern management practices, CAS has developed the strategic road map upon which to build a legacy for success. The Strategic Plan clarifies targets to be achieved and outlines the mechanisms for doing so. It also outlines the framework through which CAS will consolidate its strengths to tackle the challenges and threats in its operating environment and exploit available opportunities for the ultimate realisation of its mandate.

The successful implementation of the Plan will depend not only on availability of resources but also on the skills, commitment and teamwork to our stakeholders. I wish to thank CAS management and staff, led by the Rector, for their assistance in the development of the Strategic Plan. As Council, we are committed to the development of CAS and will provide the necessary support for the realisation of its mandate. Let us continue working together to harness our strength and synergy to consolidate the gains made so far and utilise all available resources efficiently as we strive to meet its mandate, and more importantly as we aim to be fully fledged university of excellence in business studies.

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Samson Mphaka  
Chairman, CAS Council

MESSAGE FROM THE RECTOR



Neo Phakoana-Foulo  
Rector, CAS

The mandate of CAS is to play a leading role in the development and expansion opportunities for higher education and training, research and support for innovative approaches for the development of humanity. In the discharge of this mandate, CAS upholds the following core values; Excellency, Professionalism, Customer Centric, Teamwork, Integrity and Innovation.

In the endeavour towards realisation of this mandate, CAS has developed the Strategic Plan 2020-2025. This will be the principal tool in the institution strategic governance and a guide in its performance and development for the next five years, The Plan outlines CAS strategic direction, providing a clear focus with the defined priorities and specific strategies to achieve them. It focusses on our immediate and long term goals and objectives to steer CAS destiny in to the future.

The Strategic Plan 2020-2025 will play a critical role in guiding management in its endeavour to position CAS as a major player in the Country’s development. This will be done against the backdrop of the implementation of the Lesotho Constitution, and the provision of the Higher Education Act 2004. The Strategic Plan will serve as a compass to point CAS towards the desired direction in this endeavour.

I must confess that the development of this Strategic Plan was a daunting task. It was a collaborative effort between different players for ownership. The product is good but the result is likely to be even more rewarding. I am aware that the Strategic Plan is not an end in itself, but rather the beginning of a long journey, marked with distinct milestones on the roadmap for direction.

I wish to thank CAS Council, Management, Staff and key stakeholders and partners for their role in the development of this Plan. I specially acknowledge the core team whose hard work and tireless effort led to its timely completion. My appeal is that we walk this road together, as we march towards becoming an epicentre of excellence and the institution of choice.

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Neo Phakoana-Foulo  
Rector, CAS

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## 1. INTRODUCTION AND BACKGROUND

The Centre for Accounting Studies (CAS), also known as 'CAS', has been in existence since 1979. It was started as a project under a co-operation agreement between the Governments of Lesotho and Ireland. This arrangement came to an end in 2000 when CAS was handed over to the Government of Lesotho, under the auspices of the Ministry of Finance.

CAS was started with the sole focus of being an Accountancy Training Institution. This focus has been maintained thus far and has been reinforced with the introduction of more courses in the same field.

CAS has keenly followed the human capital development needs of the country and has participated in various studies involving the entire sector of higher education. From these and other interactions, it has become increasingly clear that institutions of higher learning are expected to fulfil double roles; one of responding to the current needs of the labour market and the other of developing skills that will influence the industry structure. The latter of the roles entails the need to pioneer the development of new skills in the country which would then find their niche and complement the industry accordingly. It is against this background that CAS is positioning itself to transform into a business school. The 2020 -2025 Strategic Plan therefore has as its theme: "Moving CAS beyond Accountancy to Business".

## 2. METHODOLOGY AND RATIONALE FOR THE STRATEGIC PLAN DEVELOPMENT

The 2020-2025 Strategic Plan has been developed to enable CAS to achieve its mandate by ensuring long term vitality and excellence of CAS. It enables CAS to focus on clear and long term goals to be achieved. In developing the Strategic Plan, consideration of all possible options were taken while paying attention to the changing environment. Through the Strategic Plan, CAS will be proactive in shaping its destiny. The Strategic Plan will contribute greatly to the mutual goals and a sense of organisational unity. It will guide CAS in its core areas of training and student life. The Strategic Plan will help position CAS to provide quality service and also to meet the challenges facing Lesotho education system, create and grow opportunities for Basotho and the global economy and enhance student learning for success in a changing world.

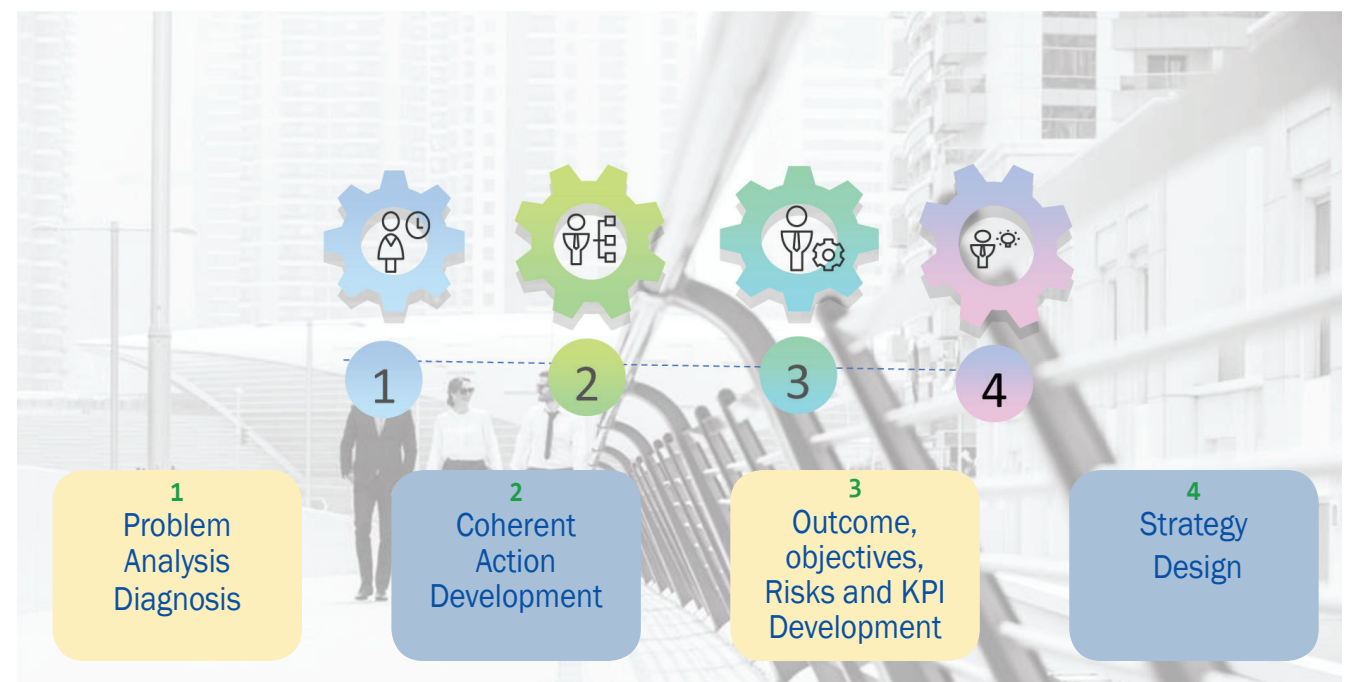
### 2.1 Processes Followed in developing this strategy

The strategy development process was informed through involvement and engagement of internal and external stakeholders, in order to ensure that all issues and concerns raised are responded to through this strategy.

## Strategy Development Process



Stakeholder  
Engagement



Mission, purpose of existence and core values

# SWOT ANALYSIS.

The following are the strengths, weaknesses, opportunities, and threats pertaining to CAS:

## 3.1 Strengths

### Strategic Premises

CAS is located within the Maseru CBD, makes it easily accessible and also makes most essential services accessible to those at CAS.

### Reputable Brand

CAS is a partner of choice for strategic alliances  
Able to attract high calibre students as far as serving a wider catchment.

### Clear management structure

This will facilitate good management and effective decision making.

### Clear governance structure

This will facilitate decision-making and promote good governance.

### Government financial support

CAS receives government funding which secures sustainable operations.

### Responsive and globally recognised tuition

Ability to produce globally certified finance professionals relevant to market.

## 3.2 Weaknesses

### 1. Lack of infrastructure i.e. space and facilities

Demand for enrolment at CAS has increased significantly such that present physical space and facilities have become inadequate.

### 2. CAS is short staffed

CAS's staffing has not kept pace with its enrolment growth and this has potential to affect service delivery.

### 3. Poor research capability

Scholarly research has not been a priority at CAS and this has affected knowledge development.

## 3.2 Weaknesses

### 4. Lack of an Integrated Data Base Management

Lack of integration of different systems e.g. students/accounts makes it impossible to have holistic view of student service use.

### 5. Unreliable facilities

Poorly maintained facilities which could hamper daily operations

### 3.3 Opportunities



#### 1. Recognition

CAS is well recognised and this creates opportunities especially for consultancy services, and short courses.

#### 2. High market demand

There is a high demand for tertiary education in the Country. CAS is yet to respond to this demand proactively.

#### 3. Diversification of programmes through Business School

Expanding CAS programmes should create opportunities to diversify programmes, thereby reducing the risk of single product specialisation.

#### 4. Strategic Alliances

Developmental organisations such as BEDCO and LNDC have embarked on re-engineering processes to enhance their effectiveness. These should provide opportunities for partnerships with tertiary institutions for the delivery of business development services.

#### 5. Low Political Interference

CAS is generally free from government interference and this offers opportunities for creativity and innovation.

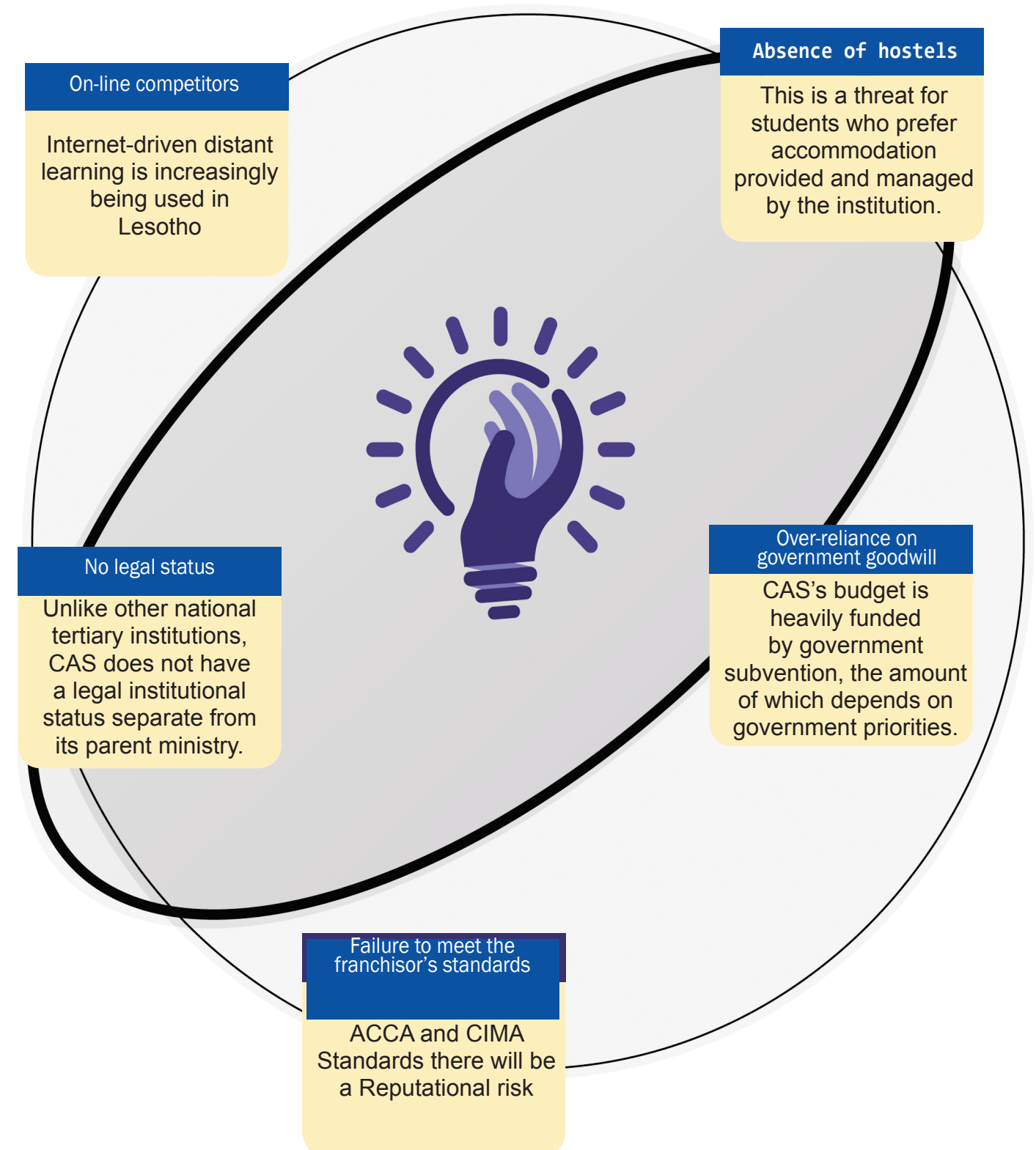
#### 6. CHE Regulation

CHE accreditation enhances CAS image and offerings.

#### 7. CAS Pedigree

Most of CAS's alumni occupy key positions in government and business – which provides CAS with a strong image.

### 3.4 Threats





## 4. STAKEHOLDER ANALYSIS

The following is a summary of the stakeholders, what they expect of the CAS and what CAS expects of them.

No.	Stakeholder	What they expect from CAS	What CAS expects from them
1	Students	<ul style="list-style-type: none"> <li>a. Quality, appropriate and varied academic programmes</li> <li>b. Ambient learning environment</li> <li>c. Industrial linkages</li> <li>d. Automation of services</li> <li>e. Fairness in admission</li> </ul>	<ul style="list-style-type: none"> <li>a. Observation of CAS's code of conduct and national laws</li> <li>b. Adherence to deadlines</li> <li>c. Protection of the environment and CAS facilities</li> <li>d. Academic excellence</li> <li>e. Prudent use of available resources</li> </ul>
2	Parents	<ul style="list-style-type: none"> <li>a. Students safety and security</li> <li>b. Quality education for students</li> <li>c. Provision of mentorship for students</li> </ul>	<ul style="list-style-type: none"> <li>a. Timely payment of fees</li> <li>b. Guidance and cooperation</li> <li>c. Mentorship</li> </ul>
3	GOL	<ul style="list-style-type: none"> <li>a. Compliance with statutory requirements</li> <li>b. Develop competent human capital in line with Vision 2020</li> <li>c. Community outreach programmes</li> </ul>	<ul style="list-style-type: none"> <li>a. Expand funding opportunities</li> <li>b. Fair policies and laws</li> <li>c. Create job opportunities for students</li> <li>d. Infrastructure development</li> </ul>
4	Staff	<ul style="list-style-type: none"> <li>a. Job security</li> <li>b. Ambient living and working environment</li> <li>c. Capacity building initiatives</li> <li>d. Competitive terms and conditions of service</li> </ul>	<ul style="list-style-type: none"> <li>a. Adherence to CAS terms of service and national laws</li> <li>b. Timely service delivery to clientele</li> <li>c. Commitment to work</li> <li>d. Professionalism</li> <li>e. Prudent use of available resources</li> </ul>
5	Related Institutions	<ul style="list-style-type: none"> <li>a. Collaborations in research and development</li> <li>b. Sharing research information</li> </ul>	<ul style="list-style-type: none"> <li>a. Collaborations in research and development</li> <li>b. Sharing of research information</li> </ul>
6	Employers	<ul style="list-style-type: none"> <li>a. Good quality graduates</li> </ul>	<ul style="list-style-type: none"> <li>a. Recognition and hiring of CAS graduates</li> </ul>
7	Council	<ul style="list-style-type: none"> <li>a. Good governance process</li> <li>b. Proper delivery of the strategy</li> </ul>	<ul style="list-style-type: none"> <li>a. Provide strategic direction</li> </ul>

## 5. VISION, PURPOSE OF EXISTENCE AND CORE VALUES

CAS has established the following intents to give direction to its strategic activities:

### 5.1 Vision

CAS aspires to be a leading and internationally recognised business school, characterised by innovation, modern technology and high performance human capital that produces globally competitive graduates.

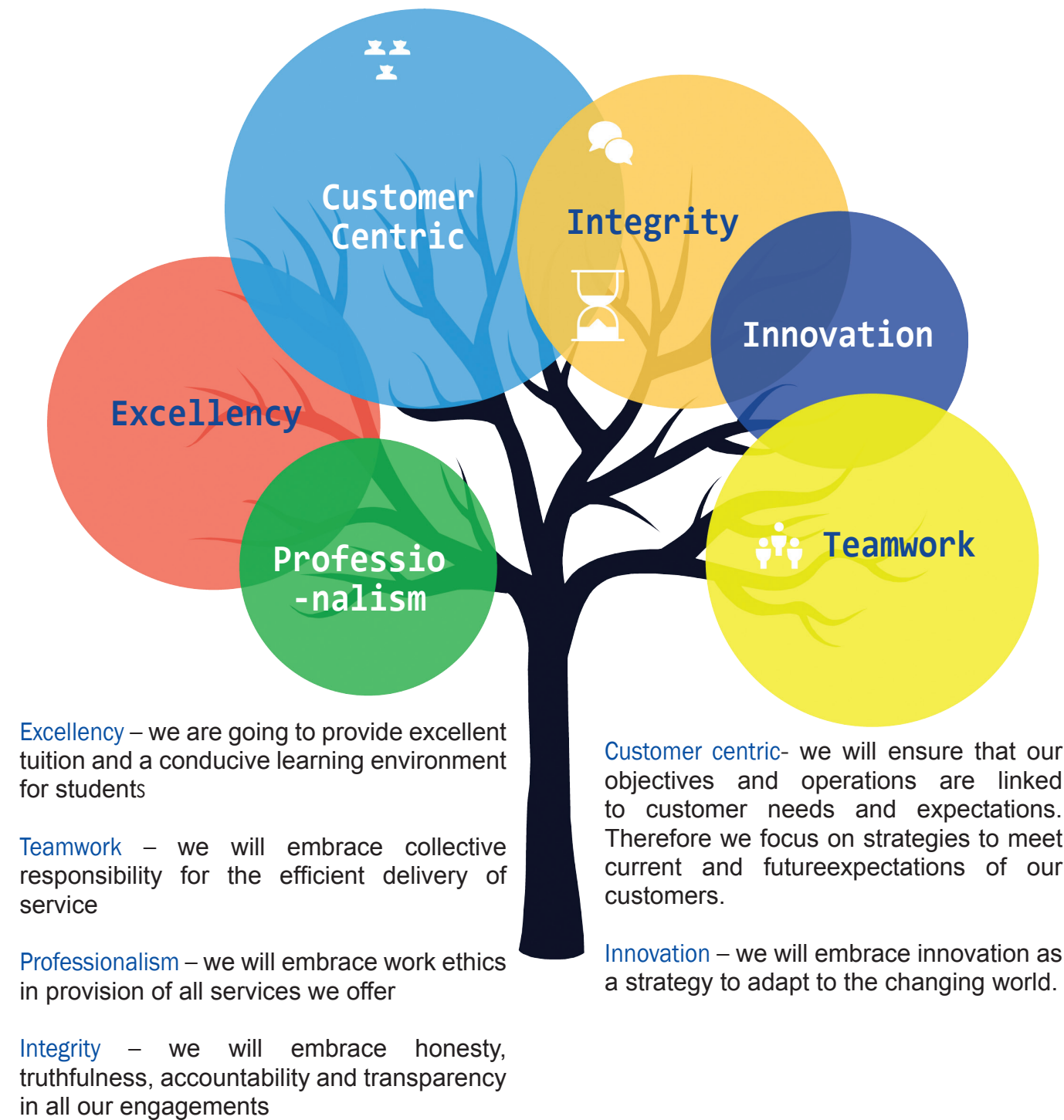


## 5.2 Purpose of Existence

CAS exists to produce modern, innovative, competitive and ethical business leaders to address emerging market needs thereby enhancing economic growth.

## 5.3 Core Values

CAS subscribes to the ethos of responsible corporate practice. To this end, CAS undertakes to uphold the following core values in our conduct of business:-



## 6. PRIORITY FOCUS AREAS FOR 2020 -2025

Infrastructure and Information Communication Technology (ICT)

**Goal 1:** To improve physical and digital infrastructure for effective delivery of the mandate

**Strategies:**

- Institutional expansion and facilities upgrade
- Diversification of water and energy resources
- Update CAS ICT Infrastructure
- Automate and integrate CAS operations
- Adopt best ICT practices
- Create a technologically savvy environment

### Leadership and Governance

**Goal 2:** To promote high performance culture and good governance

**Strategies:**

- Establishment of governance structure, systems and processes.
- Ensure approval and implementation of CAS Legislation.

### Operations and services

**GOAL 3:** To expand academic programmes and operational services

**Strategies:**

- Increase and retain customer base and diversification of programmes
- Improve client experience
- Strengthen collaboration in research and development

### Human Resources

**Goal 4:** To recruit, develop and retain skilled, competent, motivated and high performing manpower.

**Strategies:**

- Adopt best human resource management practices
- Improve staff retention
- Strengthen CAS staff capacity building
- Ensure employee satisfaction

### Collaborations and partnerships

**Goal 5:** To establish effective collaborations and partnerships with national, regional and international organisations.

**Strategies:**



- Establish collaborations and partnerships with other local and international institutions.
- Strengthen collaboration in research and development.
- Develop partnerships with business and community organisations that help students to apply their learning.
- Produce graduates who are fit for purpose for both regional and international markets.

## Resource Mobilisation and Management

**Goal 6:** To achieve financial stability and sustainability

### Strategies:

- To diversify income generating initiatives/revenue streams
- Enhance debt collection mechanisms
- Promote fiscal discipline

## 6.1 PRIORITY FOCUS AREAS (Activity table)

### Infrastructure and ICT

**Goal 1:** To improve physical and digital infrastructure for effective delivery of the mandate.

### Strategies

- Institutional expansion and facilities upgrade
- Diversification of water and energy resources
- Update CAS ICT Infrastructure
- Automate and integrate CAS operations
- Adopt best ICT practices
- Create a technologically savvy environment

Strategy	Main Activity	Activity	Indicators	Completion Timeframe				
				Year 1 20/21	Year 2 21/22	Year 3 22/23	Year 4 23/24	Year 5 24/25
Institutional expansion and facilities upgrade	Expand current teaching and learning facilities that support innovative curriculum	Procure consultancy services	Consultant Funding	😊				
		Develop Institutional site plan	Plan		😊			
		Approve plan	Approve plan		😊			
		Procure the contractors	Contractor appointed		😊			
		Construct the facilities including fencing and furnishing	Facilities			😊		
		Install cameras in and outside CAS premises for security	Cameras installed			😊		
	Develop multi-purpose hall at Masowe site	Procure consultancy services	Consultant		😊			
		Develop Institutional site plan and seek approval	Site Plan developed and approved		😊			
		Procure the contractors	Contractor in place		😊			
		Construct the facilities including fencing, furnishing and security cameras	Secure Facilities					😊
	Acquire new site for further expansion of facilities	Engage relevant authorities (MCC, Lesotho Housing, Government)	Site acquired		😊			

	Diversify energy sources	Upgrade the electricity network	Upgraded network				😊
		Procure and install generators	Generators Installed				😊
		Procure and install solar panels	Solar Panels installed				😊
	Extend institutional health facilities	Construct additional consultancy room to the existing health facility and equip	Funding Agreement with EGPAF				😊
Update CAS ICT infrastructure	Upgrade current water and sewerage system	Conduct the current facilities Audit	Audit report		😊		
		Expand water storage facilities	Expanded storage				😊
	Audit the ICT Infrastructure and make necessary improvements	Expand and Install Network Purchase and configure necessary servers Procure computer equipment (Testing lab)	User satisfaction levels		😊		
	Conduct needs assessment	Procure necessary integration software	Integrated systems efficiency of CAS operations		😊		
Automate and integrate CAS operations	Develop and implement ICT policies in line with e-governance guidelines	Develop a change management and implementation plan	Smooth transition from manual to automated systems			😊	
Adopt best ICT practices							

Create a Technologically savvy environment	Promote IT as a learning tool for both lecturers and students	Procure internet provision		😊			
	EXPAND internet accessibility and connectivity	Procure additional provision of internet bandwidth			😊		




### Leadership and Governance

**Goal 2:** To promote high performance culture and good governance.

#### Strategies

- Establishment of governance structure, systems and processes.
- Ensure approval and implementation of CAS legislation

Strategy	Main Activity	Activity	Indicators	Completion Timeframe				
				Year 1 20/21	Year 2 21/22	Year 3 22/23	Year 4 23/24	Year 5 24/25
Establishment of governance structure and processes	Review the current governance structure in line with current trends	Develop clear policies, governance structure and statutes	Policies Statutes Clear Governance Structure		😊			
		Develop operation manuals	Operation manual		😊			
	Strengthen integrity instruments and mechanisms	Develop and implement code of ethics	Code of Ethics for CAS		😊			
	Establish students governance	Revise the Student Union constitution	SU Constitution	😊				

	Develop quality management systems	Revise and implement quality assurance policy	Quality Assurance Policy document					
		Seek ISO accreditation	ISO Certificate					
	Ensure approval of CAS legislation	Collaborate with MOET for approval	CAS Bill					












## Operations and Services

**GOAL 3:** To expand the capacity of CAS operations and services

### Strategy

- Increase and retain customer base and diversification of programmes
- Improve client experience
- Strengthen collaboration in research and development

Strategy	Main Activity	Activity	Indicators	Completion Timeframe				
Increase and retain customer base and diversification of programmes	Undertake Market research and promote CAS courses	Develop marketing plan	Increased students/ enrolment levels	Year 1 20/21	Year 2 21/22	Year 3 22/23	Year 4 23/24	Year 5 24/25
								

	Design or franchise new business programmes	Develop concept note for Business School  Develop and mount new programmes  Develop soft programmes to support core programmes	Concept Report for Business School  Number of New programmes in place  New soft programmes in place (community participation, ICT Awareness, communication skills, entrepreneurship).					
Improve client experience	Use different delivery tools/ modes	Procure e-learning software	E learning materials in place					
Strengthen collaboration in research and development	Develop research policy	Develop CAS journals and promote publications	CAS journals					
	Identify prospective strategic partners	Establish collaboration for research						
	Develop partnerships with businesses to help students to apply their learning	Source internship opportunity for students						



## Human Resources

**Goal 4:** To recruit, develop and retain highly qualified, motivated and committed human capital

### Strategies

- Adopt best human resource management practices
- Improve staff retention
- Strengthen CAS staff capacity building
- Ensure employee satisfaction

Strategy	Main Activity	Activity	Indicators	Completion Timeframe				
				Year 1 20/21	Year 2 21/22	Year 3 22/23	Year 4 23/24	Year 5 24/25
Adopt best human resources management practices	Develop and implement human resource policies		Number of policies (10)	😊	😊	😊	😊	😊
	Conduct skills audit	Appoint Consultant	Audit report		😊			
	Audit Organisational and staff culture	Appoint Consultant	Audit Report		😊			
Improve staff retention	Establish occupational health and safety welfare	Develop and implement Policy				😊		
	Develop and implement retention strategy	Implement strategy	Implemented strategy		😊			
	Conduct competency needs assessment	Implement	Competency needs assessment report	😊			😊	
Strengthen CAS staff capacity building	Develop and implement intervention programmes	Conduct annual performance appraisals and come up with development plans	- Performance Agreements done - Performance appraisals done - Development Plans done	😊	😊	😊	😊	😊

## Collaborations and Partnerships

**Goal 5:** To establish effective collaborations and partnerships with national, regional and international organisations

### Strategies

- Establish collaborations and partnerships with local and international institutions
- Strengthen collaboration in research and development
- Develop partnerships with business and community organisations that help students to apply their learning
- Produce graduates who are fit for purpose for both regional and international markets.

Strategy	Main Activity	Activity	Indicators	Completion Timeframe				
				Year 1 20/21	Year 2 21/22	Year 3 22/23	Year 4 23/24	Year 5 24/25
Establish collaborations and partnerships with local and international institutions	Establish exchange programmes with other colleges	Staff and students training	MoUs		😊			
	Develop joint programmes with other institutions	Establish relations with other institutions	MoUs New Academic Programmes	😊	😊	😊	😊	😊
Strengthen collaboration in research and development	Develop research policy	Provide training to relevant staff on research	Training reports	😊	😊	😊	😊	😊

Develop partnerships with business and community organisations to help students apply their learning	Develop Internship policy	Develop relevant strategy	Policy	😊	😊
	Develop Community Engagement policy	Establish relations with business	MoUs	😊	
		Start internships	Policy	😊	
		Develop relevant strategy	Strategy	😊	
		Establish relations with community	MoUs	😊	
Produce graduates who are fit for purpose for both regional and international markets	Provide quality updated programmes	Students trained on relevant modules	Quality students	😊	😊
	Provide online programmes	Establish online programmes	Online programmes	😊	😊

## Resource Mobilisation and Management

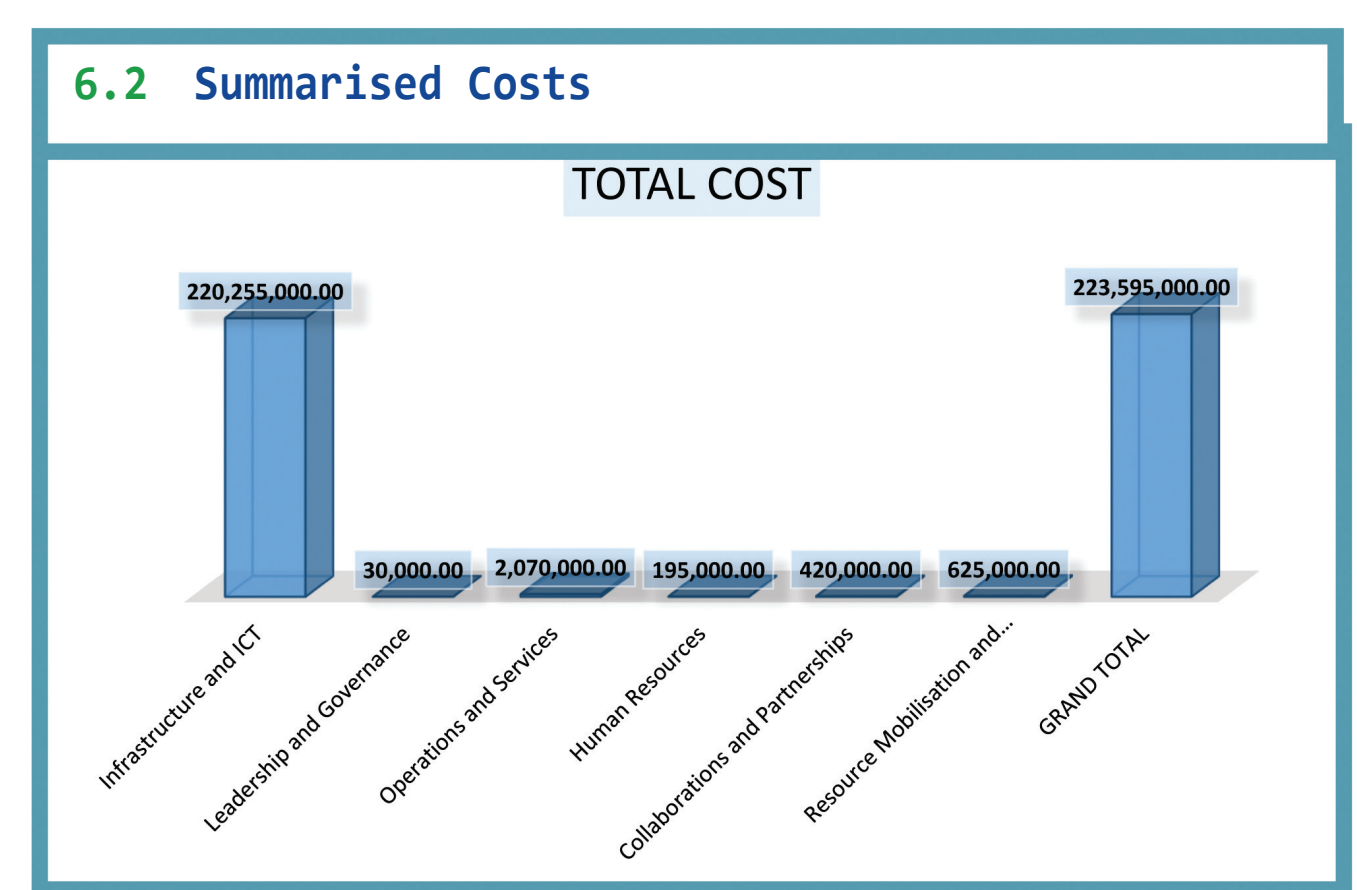
**Goal 6:** To achieve financial stability and sustainability

### Strategies

- To diversify income generating activities/revenue streams
- Enhance debt collection mechanisms
- Promote fiscal discipline

Strategy	Main Activity	Activity	Indicators	Completion Timeframe				
				Year 1 20/21	Year 2 21/22	Year 3 22/23	Year 4 23/24	Year 5 24/25
Diversify income generating activities	Establish conference facilities and entrepreneurial services	Provide training on different disciplines	Improved Revenue	😊	😊	😊	😊	😊
	Enhance and strengthen grant and fund raising	Secure support from businesses Enhance ALUMNI engagement Engage in Annual fundraising activities	Improved Revenue Alumni Subscriptions Improved Funds	😊	😊	😊	😊	😊
	Establish relevant consultancy services	Train staff on proposals writing skills Market what CAS can offer	Capacitated Staff Marketing Plan	😊	😊			
	Increase innovative programme` offerings	Design new programmers which are relevant to the market Franchise more programmers in line with the needs of the market	New Programmes MoUs	😊	😊			

<div>😊😊😊</div>	<div>😊</div>	<div>😊😊</div>	<div>😊</div>
Policy	Improved debt collection	Improved Statement of Financial Position	Improved efficiencies
Review current debt collections gaps	Review current screening methodology	Develop a robust debt collection strategy	Track performance against forecasts constantly
Develop credit policy and debt collection strategy	Procure, install and train on financial management software	Employ cost reduction mechanisms	Employ fiscal control measures
Enhance debt collection mechanisms	Promote fiscal discipline		



## 7 Implementation, Monitoring and Evaluation

### 7.1 Communication plan for the strategic plan

CAS recognises the importance of communicating the objects of the Strategic Plan to all stakeholders. The Strategic Plan will be publicised in the following ways:-

1. The Strategic Plan will be accessible from the CAS website
2. Stakeholder forums will be organised to discuss the strategic plan in consideration to the various projects envisaged
3. The Strategic Plan will be availed to the stakeholders through brochures, and the complete Strategic Plan document. The Strategic Plan document will also be made available to all CAS offices and official meetings where stakeholders are invited.

### 7.2 Monitoring and Evaluation

The strategic plan shall be monitored and evaluated biannually and a report will be produced for the Council.



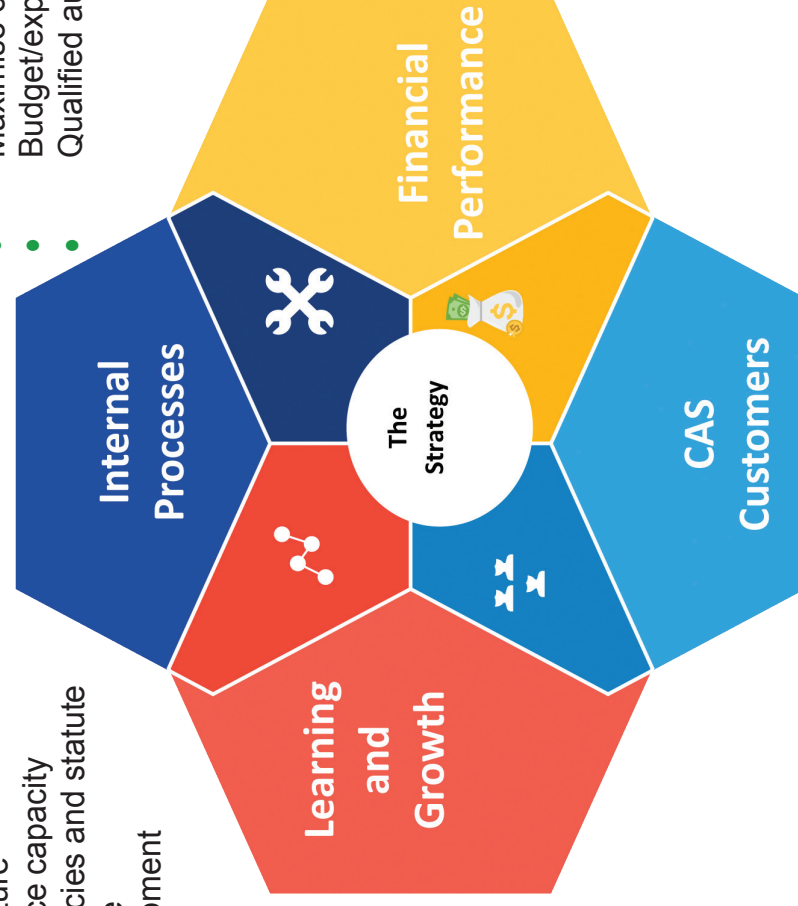
## 8. CAS Balance Score Card

## INTERNAL PROCESS

- To promote good governance and leadership
- To develop institutional infrastructure
- To develop strong human resource capacity
- To institutionalise IT effective policies and statute
- Adequate skilled human resource
- Available infrastructure and equipment
- Advisory services coverage

## FINANCIAL PERFORMANCE

- To achieve financial stability and sustainability
- Maximise capitalisation
- Budget/expenditure ratio
- Qualified audit reports



## LEARNING AND GROWTH

- To expand capacity of operations and services
- To establish effective collaborations and partnerships
- Number of new programmes
- Student population
- Publications and journals

## CUSTOMERS PERSPECTIVE

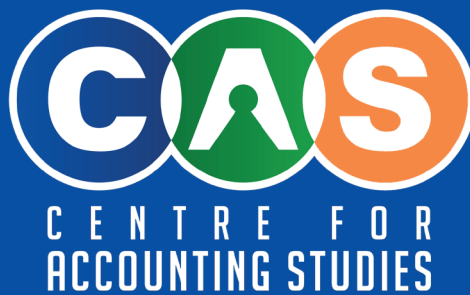
- To effectively respond to needs of internal and external customers
- Number of New market oriented programmes
- % of advisory service growth
- Number of students accessing programmes
- Retention of staff
- Promote staff engagement

# Road Map to Business School

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## Notes:

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