Strategy Review Workshop Report For
Botswana Society for the Arts (BSA)

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Version 1.0
Contact Information:

Leadership Education and Development (PTY) LTD

 c/o The Managing Director
 P.O. Box 211223 Bontleng
 1st Floor-Block C
 Plot 50361 Fairgrounds Office Park
 Tel: +267 3915501
 Cell: +267 71996233
 Fax: +267 3915507
 Email: chughes@lead.co.bw or info@lead.co.bw
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INTRODUCTION

The purpose for Botswana Society of Arts Strategy Review workshop was to evaluate the current strategic plan, with emphasis on reviewing the current operational environment and 2012-2014 strategic goals to ensure alignment with the established mandate. Overall, the workshop strengthened the group’s commitment to achieving the set goals. The workshop ‘took off’ with high level overview of leadership’s role in strategy implementation to ensure alignment commitment and realistic expectations from the group in order to achieve whatever goals are set for that specific period.

Pre-workshop Situational Assessment Interview

Prior to the workshop, LEAD conducted a situational assessment with the Secretariat team to appreciate the current operating environment and better understand the associated impediments facing Botswana Society of the Arts (BSA). This assessment comprised of an interview with the team and review of pertinent documentation. It was apparent that the diminishing source of funding, lack of human resource capacity and minimal government support were some of the primary constraints encountered by the BSA. As such, the impact from these factors influenced projects implementation, decentralization of BSA activities and communication/ marketing plans to ‘fit’ budgetary constraints. A summary of the findings from the situational assessment is as follows:

FOUNDATIONS

Introduction of our approach to the strategy review facilitation served to ensure the group’s buy-in and understanding of the applied methodology. As such, the group engaged in activities that predominately focused on reviewing their current strategy to better understand and appreciate their operating environment, impediments in strategy implementation and help the group develop a follow-up action plan that will ensure success in achievement of the established strategic goals.

Concerns and Expectations

The concerns and expectations activity served as an icebreaker focused on establishing the group’s concerns and expectation about the workshop. The consolidated summary of their response is as follows:

<table>
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<tr>
<th>CONCERNS</th>
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<tbody>
<tr>
<td>1. Limited resources (human resource capacity, financial and mobility constraints)</td>
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<td>2. Lack of awareness/appreciation of BSA’s role in developing the Arts</td>
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<td>3. Human resources capacity to ensure sustainability of BSA</td>
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<td>4. Need for prioritization of activities/programs</td>
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<td>5. Are we really an umbrella body?</td>
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<td>6. Undefined value for members</td>
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<tr>
<td>7. Need to define and establish working relations with key stakeholders</td>
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The group delved on a need to review the current mandate and supporting structures to ensure alignment to the initial intent and effectiveness in implementing the established strategic goals. The emphasis was particularly directed at the need to identify avenues to ensure sustainability with respects to financial and human resource capacity.

The strategy review comprised of three fundamental activities namely; Performance Review and Assessment, Introspective and Strategy Review and Alignment. The applied approach ensured a comprehensive review of the strategy that was fully informed by all relevant business drivers. The performance review and assessment activity focused on reviewing the organizations achievements and challenges relating to the established strategic targets in light of progress and prioritization of activities to support the 2012-2014 budget alignment. This analysis helped the group to identify encountered impediments, and what they need to do moving forward by developing realistic high-level targets to achieve during this planning period. This activity helped the group to focus on identifying what the key defining moments were and most importantly what they had achieved to date with respects to the established strategic goals. The below illustration captured the findings from this activity.
Botswana Society for the Arts Key Defining Moments

1996
BSA Registration

1997
Stringalong workshop

Establishment for the need of BNAI

1998
Seminar on the future of Arts in Botswana

1st Music Pilot Programme
Land identified for BNAI

1999
1st Artefact Magazine circulated
1st fundraising event
50 year lease approval for BNAI

2000

2001

2002

2003

2004

2005

2006

2007

2008

2009

2010

2012

Negotiations with NMAG concerning teaching of Arts in Prisons

BSA joins BOCONGO

Tax relief for donation to BNAI approval by commissioner of taxes

Confirmation that BNAI will appear in the Culture chapter of NDP

Art Action Now – Art Club
Website established
Approval for the need of Arts Council

Love where you live Art Competition
Project Manager appointment
Collaborations with Swetteshoppe Productions and BOTA

P2 Million approval towards BNAI designs

BSA Opens office in Broadhurst

BNAI Strategic Plan developed
BOCCIM membership

Established relations with the private sector i.e. AON
BAS rebranding
Last Artefact magazine issue
MDFP allows transfer of balance to BSA accounts

Established relations with the private sector i.e. AON
BAS rebranding

Last Artefact magazine issue
Mophato performs goalmouth for Prince Harry

Business breakfast
Photography workshop
Thabiso’s sponsorship
Launch of Business and Arts pilot programme
Logogang’s appointment
Botswana Society for the Arts Mandate Review

A comprehensive review activity of BSA’s mandate in alignment to the established Vision, Mission and Values served as affirmation of the fundamental guiding principles for the organization.

VISION
‘To create a destination for World ClassArt’

- Raise the level of appreciation for the Arts locally and internationally;
- Benchmark and raise the quality of local Art to international standards;
- Skills refinement to build appreciation within the local market;
- Increase understanding and appreciation of Arts (creating an environment for thriving Arts)

MISSION STATEMENT
To create a conducive environment in Botswana for excellence in the Arts, so that their unique nature may be recognised and valued at home and abroad for the benefit of artists, focus groups, youth and the general public.

- Are we really an umbrella body for the Arts in Botswana?
- How can we support other Arts representative organisations develop the Arts in Botswana?
- We need to conduct a needs assessment for the Arts organisations to better understand their needs;
- Increasing awareness about BSA and what we do.

VALUES
Creativity, Transparency and accountability, Professionalism, Commitment, Integrity, Diversity

- we need to understand how we can relate / live our values;
The activity primarily focused on redefining the vision, mission and values of the organization by first trying to understand what the nature of their business is and assess if they were still on course with their initial intentions. The findings from the group discussions indicated a need for a comprehensive session focused on reviewing the Vision, Mission and Values against the current mandate to better understand what they are and where they were going.

Recommendations:

- To consider trimming down the values to a manageable number as this will ensure continuous development of their organization’s culture.

**Botswana Society for the Arts Business Model**

The objective of the informal analysis of BSA’s core business process was to provide the group with an overview of who their primary and secondary stakeholders were and better understand how they serve/represent their stakeholders as an umbrella body. This activity helped the group review their current business model to ensure its effectiveness and alignment to their current mandate. Through the discussion, critical issues were identified relating to understanding of the current operational environment and associated challenges influencing achievement of the established strategic targets. A summary of these key issues include but are not limited to the following:

- There was a need to identify and understand what the competing demands of stakeholders were;

- There was a need to understand and define what BSA does differently and how best can they leverage their expertise/resources to better represent their stakeholders;

- There was a need to review the current membership structure and identify tangible benefits they can offer their members;

- There was a need to identify or understand how best they can support the focus groups and establish better working relations without posing a territorial threat to these organizations/groups;

- Identify how BSA can effectively perform its function as an umbrella body for the Visual and Performing Arts focus groups;

- There was a need to further understand how the establishment of the Arts Council might affect or influence BSA’s operations;

- There was a need to identify how BSA can decentralize their activities outside Gaborone

Collectively the team created a clear picture of the current “business picture” as illustrated below.
Botswana Society for the Arts Business Model

**INPUTS**
- Government entities
- Practising and aspiring artists
- Healing Arts programme
- BOCCIM/BNYC/BOCONGO
- Members and focus groups

**RESOURCES**
- Memberships
- Fundraising
- Projects administration
- Grants
- Donors
- Volunteers
- Youth involvement

**SUPPORT STRUCTURE**
- Project Coordination
- Accounts
- IT and Administration

**OUTCOMES**
- Improved artists profiles;
- Creation of awareness and appreciation of the Arts industry;
- Establishment of partnerships with the private sector and international affiliations with relevant bodies;
- Fundraising and awareness activities;
- Establishment of Visual and Performing Arts programme;
- Development of programmes such as BABO;

**IMPACT**
Development and promotion of Arts in Botswana

**RESULTS**
- Improving the Profile of Arts in Botswana
  - Advocacy and lobbying for the Arts
  - Raising awareness
- Providing advisory services
  - Providing links to services
  - Information conduit
- Networking
  - Collaborations and affiliations
  - Communication
  - Incubation

**PRIMARY STAKEHOLDERS**

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BSA Strategy Facilitation Workshop Report
This session focused on reviewing the current environment that the organization operated within to better inform the strategy review and prioritization of the 2012-2014 strategic planning period. The findings from this activity were used to guide the strategy alignment process by reviewing environmental dynamics affecting BSA’s implementation process.

**PERFORMANCE REVIEW/ INTROSPECTIVE**

The situational analysis highlighted certain impediments to the achievement of BSA’s strategic goals. The challenges relate to:

- **Inadequate Resources**: HR and financial resource constrains where some of the identified factors limiting the effective implementation of BSA’s strategy.

- **Communication and Marketing Strategy**: Absence of a communication and marketing strategy has influenced the organisation’s ability to decentralise activities, increase brand awareness, and implement marketing initiatives to support the identified goals.

- **Organisational Structures**: There was a need to review the current structure to ensure clarification of functional roles and effectiveness in the implementation of the strategy.

- **BNAI development uncertainty**: The changing dynamics in economic trends and government support have impacted the development of the Arts Institute.

The Secretaries overview:

The Secretary elaborated on the current and expected developments of the organization; with emphasis on the changing dynamics of funding streams, working relations with the different ministries that initially invested on the establishment of BNAI and the critical impact that human resource capacity has on the overall achievement of their strategic goals.

Therefore, these changes in priorities from government and other donors have diverted the goals within the BSA’s strategic plan to refocus on priorities that are within budgetary constraints. Some of the discussions were directed at the need to identify and embark on fundraising activities that can help generate funds to support the development of key programmes and ongoing activities such as Business and Arts Botswana (BABO).

In light of the findings from the current realities overview, a SWOT analysis activity was conducted to ensure full consideration of the current operational environment and changing dynamics in sourcing grants/funds. This review formed an integral aspect of the strategy review by helping the group to understand their current operating environment through an analysis of the organization’s strengths, weaknesses, opportunities and threats. Identification of the SWOT is an essential subsequent step in the strategy review process by determining whether the established goals are achievable. A summary of BSA’s SWOT analysis activity is as illustrated below:
Trends and lessons learned from the group discussion activity were instrumental in creating a clear picture of the organization’s current reality and formed an integral step that informed the strategy alignment process. Furthermore, the high-level review ensured common understanding and continued buy-in across the group on the need to review BSA’s organizational structure amongst other considered factors to ensure realignment to the current mandate. The discussion helped the team to better understand the nature of their business and rationalize the roles within the current structure to ensure effectiveness in implementing identified strategic goals moving forward.

The BSA structure was reviewed and defined as follows:
The key points considered during the group discussion were:

- The role of the Secretariat with respects to the Executive Committee and the committee;

- The Executive Committee should not be doing the work of the Secretariat or Committee;

- The Committee should be strengthened with 6 to 10 members that represent the various Arts focus groups/stakeholders;

- Benefits for members must be clearly defined;

- Clarification of individual member’s roles within the structure, particular emphasis drawn on the coordinator’s role. The key functions include:
  - Monitor the website effectiveness;
  - To increase membership base;
  - Establish fundraising activities;
The group was involved in a stakeholder analysis discussion activity used to identify BSA primary stakeholders and evaluate their contributions to the BSA’s activities. This activity helped the group develop an understanding of who their stakeholders are and formed the basis to evaluate how they can structure their activities to support and develop better working relations with these stakeholders.

Recommendations:

- There was a need for the group to have a separate session which will afford them the opportunity to conduct a comprehensive stakeholders analysis;

- To conduct a need assessments that will help identify what or how they can improve their working relations with these groups to ensure maximized support from them.

- There is a need to know more about who their primary stakeholders are and have a better understanding how best to engage them on the different activities;

- Understand how best to present BSA to them in order to ensure their buy-in and influence their opinions/ or conception of who BSA is;

The discussions further revealed that:

- There was a need to defined and identify key and secondary stakeholders, affiliates and partners;

- There was a need to defined the membership targets and identify adequate benefits packages for membership;

- To establish representation from the different Arts discipline to expand the committee as to ensure that each area is represented;

- Recognition for the establishment of the Arts council and Arts as a sector for creative economy by Human Resources Development Council (HRDC).
The strategy review activity involved a group discussion to reflect on the current strategy and past commitments toward achievement of the strategic goals. The discussion provided high-level strategy review to ensure common understanding and continued buy-in across the team on what they plan to accomplish during the coming planning period. This alignment session was critical to the prioritization of realistic goals that were later translated into a three months action plan which the team collectively agreed to implement within the recommended period.

The BSA Strategic Plan identified three focus areas, namely; communication, capacity building and services. The identified and reviewed priority initiatives under each focus area are:

### BSA’s Strategic Plan Overview Summary

<table>
<thead>
<tr>
<th>Communication</th>
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<tr>
<td>1. Visibility and awareness;</td>
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<td>2. Communication process between BSA and Stakeholders;</td>
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<tr>
<td>3. Grow membership – increase citizen participation / committee member diversification</td>
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<td>4. Youth participation</td>
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<td>5. Interface with government/public and private sectors;</td>
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<td>6. Media</td>
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<table>
<thead>
<tr>
<th>Capacity Building</th>
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<tbody>
<tr>
<td>1. Finances</td>
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<tr>
<td>2. Human Resources</td>
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<tr>
<td>3. Define committee members roles and responsibilities</td>
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<tr>
<td>4. Decentralize BSA</td>
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<tr>
<th>Services</th>
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<tr>
<td>1. Define / create / develop membership benefits: public liability insurance needs / legal advice / financial advice / pension / copy right / art development fund</td>
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<td>2. Community access point for artists – internet (Kitsong Centers)</td>
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<td>3. Create activities around 2010 World Cup</td>
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<td>4. Initializing the National School of Arts – to be on its own eventually</td>
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<td>5. Youth activities</td>
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The three goals were reviewed at high-level focusing on prioritization and translation of the goals into a three months action plan to support implementation of the strategic plan. The below illustrates a summary of the prioritization activity.

**Botswana Society for the Arts Priority List**

<table>
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<tr>
<th>PRIORIT Y</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<tbody>
<tr>
<td><strong>A</strong></td>
<td>Communication:</td>
<td>Programme Development:</td>
<td>Establishment of BNAI:</td>
</tr>
<tr>
<td></td>
<td>- Communication to members</td>
<td>- Define products and services</td>
<td>- Advocate and lobby BNAI development project plan</td>
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<td></td>
<td>- Complete marketing and communication strategy</td>
<td>- Sort out BABO</td>
<td>- Fundraising</td>
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<td>- Public Relations</td>
<td></td>
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<tr>
<td><strong>B</strong></td>
<td>Fundraising:</td>
<td>Membership:</td>
<td></td>
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<tr>
<td></td>
<td>- Fundraising activities</td>
<td>- Increase corporate membership</td>
<td></td>
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<td></td>
<td>- Partnership with key stakeholders/ funding organizations</td>
<td>- Membership benefits review</td>
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<td></td>
<td>- Develop monthly targets</td>
<td>- Get affiliates on board</td>
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<td></td>
<td>- Vehicle for BSA</td>
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<tr>
<td><strong>C</strong></td>
<td>Expanding HR Capacity</td>
<td>Structure:</td>
<td></td>
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<tr>
<td></td>
<td>- Competent members with a passion and love for Arts</td>
<td>- Profile BABO</td>
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<td>- Networking and identifying stakeholders</td>
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<td></td>
<td>- Identify the working relations with associate members</td>
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<tr>
<td></td>
<td></td>
<td>- Clarify BSA’s role</td>
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**Way Forward**

A three months action plan was developed by the group with defined targets to support the In order to maintain focus on the top priorities a three-month action plan was developed. Progress on this action plan as well as Next Steps will be provided to the Executive Committee at the next scheduled meeting. All actions must be aligned with the above priority areas and structure.

In addition, the Secretariat must continue elaborating the above priority structure to refine and articulate the objectives of each area and fully “unpack” the initiatives required to achieve the stated objective.

The first three-month action plan is as follows:
<table>
<thead>
<tr>
<th>Activity</th>
<th>Action</th>
<th>Objective</th>
<th>Responsible</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td><strong>Communication &amp; Marketing</strong></td>
<td>1. Make follow up from Thabiso about the development of a marketing strategy for BSA.</td>
<td>To finalize the marketing plan for the coming planning period. (Fundraising)</td>
<td>Lebogang Matsididi</td>
<td>Immediately</td>
</tr>
<tr>
<td></td>
<td>1. Development of a Communication Strategy.</td>
<td>To define priority communication channels, messages, and audiences that ensure high-level of public awareness and effective stakeholder relations.</td>
<td>Lebogang Matsididi</td>
<td>Immediately</td>
</tr>
<tr>
<td><strong>Business Arts of Botswana (BABO) Program Development</strong></td>
<td>1. Kabelo to meet with Thabo to conclude BABO handover, clarify roles and define actions to continue developing the programme.</td>
<td>To develop a clear plan of action for BABO implementation.</td>
<td>Lebogang Matsididi</td>
<td>Immediately</td>
</tr>
<tr>
<td><strong>BSA 3 Year Financial Plan</strong></td>
<td>1. Finalization of BSA Strategic Plan 2. Development of a 3 year financial plan</td>
<td>To establish a 3-year Financial Plan that will guide the business operations.</td>
<td>Executive Committee</td>
<td>Immediately</td>
</tr>
<tr>
<td><strong>BNAI Development</strong></td>
<td>1. Revise the BNAI Implementation Strategy to fully consider current circumstances 2. Lobbying for BNAI development funding 3. Funding activities</td>
<td>To have a clear and achievable plan of action for the establishment of the BNAI</td>
<td>Executive Committee</td>
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APPENDICES

Appendix 1: Workshop Agenda

Day: 28 February 2012

08:30 – 10:30 FOUNDATIONS

08:30 – 08:40 Welcome & Introductions Remarks [Facilitator]
08:40 – 09:00 Our Approach and Methodology [Facilitator]
09:00 – 09:30 BSA Mandate & History Overview [Facilitator]

10:00 – 10:30 Tea Break

10:30 – 13:00 PERFORMANCE REVIEW/INTROSPECTIVE

10:130 – 11:00 Review of the Previous Strategic Plan and Activities [Facilitator/Group]
11:00 - 12:00 Review and Update SWOT & PEST [Facilitator/Group]
12:00 - 13:00 Results/Roles/Stakeholder Analysis [Facilitator/Group]

13:00 – 14:00 Lunch Break

14:00 – 16:00 STRATEGY ALIGNMENT

14:00 – 16:00 BSA STARTEGY FOR 2012/2014 (Objectives/Resources/Prioritization) [Facilitator]
16:00 – 16:30 Way Forward & Closure [Facilitator]
### Appendix 2: List of Participants

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<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Contact Details</th>
<th>Email</th>
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<tbody>
<tr>
<td>Mr Ulf Nermark</td>
<td>Vice Chair</td>
<td>71306860</td>
<td><a href="mailto:ulfnerm@gmail.com">ulfnerm@gmail.com</a></td>
</tr>
<tr>
<td>Ms Felicity Leburu</td>
<td>Chair</td>
<td>72167511</td>
<td><a href="mailto:Leburu.singaf@macmillian.bw">Leburu.singaf@macmillian.bw</a></td>
</tr>
<tr>
<td>Mr Ian Haworth</td>
<td>Treasurer</td>
<td>71422593</td>
<td><a href="mailto:ihaworth@bdo.bw">ihaworth@bdo.bw</a></td>
</tr>
<tr>
<td>Ms Jane Swartland</td>
<td>Secretary</td>
<td>71862750</td>
<td><a href="mailto:jswartland@lbu.co.bw">jswartland@lbu.co.bw</a></td>
</tr>
<tr>
<td>Mr Lebogang Matsididi</td>
<td>Coordinator</td>
<td>71688668</td>
<td><a href="mailto:info@bsa.org.bw">info@bsa.org.bw</a></td>
</tr>
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<td></td>
<td></td>
<td></td>
<td><a href="mailto:lebomats88@gmail.com">lebomats88@gmail.com</a></td>
</tr>
<tr>
<td>Mr Kabelo Rapinyana</td>
<td>Member of BABO</td>
<td>74758065</td>
<td><a href="mailto:rapinyanak@gmail.com">rapinyanak@gmail.com</a></td>
</tr>
<tr>
<td>Mr C. Hughes</td>
<td>LEAD Consultant, Strategy Review Facilitator</td>
<td>395-5501</td>
<td><a href="mailto:chughes@lead.co.bw">chughes@lead.co.bw</a></td>
</tr>
<tr>
<td>Ms M. Ragalase</td>
<td>LEAD Consultant, Project Administrator</td>
<td>395-5501</td>
<td><a href="mailto:mragalase@lead.co.bw">mragalase@lead.co.bw</a></td>
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Appendix 3: workshop pictures

BSA interactive activities moments