

**TABLE OF CONTENTS**

Contents

1. [PRESIDENT’S REMARKS 2](#_Toc520810470)
2. [OUR STRATEGIC FOUNDATIONS 3](#_Toc520810471)
   1. [*Our Vision 3*](#_Toc520810472)
   2. [*Our Mission 3*](#_Toc520810473)
   3. [*Our Values 3*](#_Toc520810474)
   4. [*Our Tagline 3*](#_Toc520810475)
3. [OUR STRATEGIC PLAN 4](#_Toc520810476)
4. [RISK MANAGEMENT 7](#_Toc520810477)
5. [STAKEHOLDER MANAGEMENT AND ENGAGEMENT 7](#_Toc520810478)
6. [MONITORING AND EVALUATION 8](#_Toc520810479)

# PRESIDENT’S REMARKS

***Botswana Association of Tribal Land Authorities (BATLA)*** was established in 1988 and subsequently registered at the Botswana Registrar of Societies by Land Board Secretaries and Chairpersons after having identified a gap in Land Board Members’ welfare and the representation of Land Boards in land issues. Initially the mandate was largely to improve conditions of service for Land Board Members, mostly through lobbying and dialogue with Government through the then Ministry of Local Government, Lands and Housing. However, in 1996 BATLA made a transition from being a membership association solely for Land Board members and opened up to Land Board staff, individuals, organizations and corporations interested in improving Botswana’s land management. This was done after realizing that bringing other role players and stakeholders would enrich the Association’s mandate, outlook and influence.

BATLA is led by an Executive Committee comprising of six Land Board Chairpersons and six Land Board Secretaries under the following portfolios: President, Vice President, Publicity and Projects. The administration is headed by an Executive Secretary assisted by an Accounts Officer and two interns. The Association currently relies on members’ joining fee of P 100.00 and monthly subscriptions of P 100.00 as well as an annual Government subvention of P 100 000.00 to finance its operations. This resource limitation has posed a challenge in achieving the Association’s mandate.

Achieving BATLA’s mandate is pivotal to the country’s socio-economic development and ultimately prosperity and harmony for Batswana. This Strategic Plan therefore will ensure the Association’s long term growth and sustainability.

This Strategic Planis a result of an organisational review that highlighted the Association’s dire need for transformation. The Strategy articulates a five-year roadmap that will ensure that Botswana’s land delivery system facilitates prosperity and harmony for all the peoples of Botswana. The plan is premised on the realisation that managing land for socio economic development can best be achieved through partnerships with stakeholders and the empowerment of land authorities.

The Strategy was developed following three major considerations:

1. identifying opportunities to develop into strategic focus areas
2. analyzing stakeholders to determine their needs and level of influence
3. assessing risks, threats and uncertainties to manage their impact

I trust that this deserving document wilI adequately facilitate the Association in achieving its mandate. The efforts of the BATLA Strategy Team that tirelessly worked on developing this strategy are highly appreciated. On behalf of the Association, I would also like to express my sincere gratitude to ***Debswana Mining Company*** for having recognised BATLA’s potential and facilitating the strategy formulation process. I believe that it is through this facilitation that BATLA was able to unearth its true purpose of existence which has now been adequately articulated through this maiden strategy.

…………………...

Mr. David O. Modisagape

**BATLA PRESIDENT**

# OUR STRATEGIC FOUNDATIONS

## Our Vision

Land for prosperity and harmony for all

## Our Mission

“We proactively and effectively influence Botswana’s land management legal and policy framework for modernisation.

**Our Values**

1. Integrity: Ethical, Fair, *Botho*
2. Commitment: Consistence, Dependable, Knowledgeable
3. Accountability: Responsible, Answerable, Decisive
4. Team work: Trust, Pulling together, Collective Responsibility
5. Transparency: Openness, Honesty
6. Consultation: Engagement, Communication, Feedback

**Our Tagline**

Influence . Prosperity . Harmony

# OUR STRATEGIC PLAN

| **Objective** | **Focus area** | **Initiative** | **Target** | | | | **Accountable** | **Results** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Baseline | 1 year (2018) | 3 years (19-21) | 5 years (21-22) |
| 1. **Protecting and promoting the interests of Tribal Land Authorities and BATLA members** | 1. **Fostering land management dialogue by:** 2. Expanding BATLA representation in policy forums 3. Initiating forums to identify policy implementation issues | 1. **Expansion and initiation of forums that influence Botswana’s land management legal and policy frameworks** 2. Identify land related forums for BATLA to participate in 3. Organise forums and debates on legislature policy review for possible amendments. | 5  1 | 1 (6)  2 (3) | 2 (8)  2 (5) | 2 (10)  0 (5) | **PUBLICITY**  **(MALETE)** | BATLA proposals on amendments and development of land legislation and policies |
|  | 1. **Public Relations** | 1. **Rebranding of BATLA** 2. Review current BATLA brand 3. Launch new BATLA Brand 4. **Develop Communication Action Plan** 5. Develop a Plan for annual Public Relations activities |  |  |  |  | **PUBLICITY**  (MALETE) | Awareness about BATLA |
|  | 1. **Corporate Governance** | 1. **Review BATLA Constitution** 2. Definition of roles/functions 3. Registration of the Constitution 4. **Initiate and implement BATLA Transformation Process** 5. Appoint O&M task-team 6. Develop TORs for O&M task-team 7. Approval of BATLA functional structure 8. Development and adoption of deployment structure 9. Development of Schemes of Service for Personnel 10. **Develop & Implement BATLA Financial Procedures & Risk Management Plan** |  |  |  |  | **PUBLICITY**  (MALETE)  **ADD. MEMBER**  (NGWAKETSE) | Constitution amended  Fully fledged operational secretariat |
| 1. **Undertaking empirical studies on land management, environmental policy and development planning in pursuit of sustainable human settlements** | **Building BATLA body of knowledge** | **Establishing land management information and resource center at BATLA by:**   1. Developing a Land Information Library 2. Collaboration with stakeholder institutions |  |  |  |  | **VICE PRESIDENCY**  **(TATI)** | Land information library operational |
| 1. **Providing advice and technical inputs into negotiation processes for international agreements aimed at achieving sustainable land management for prosperity and harmony** | **Engaging relevant embassies of neighbouring countries in international land related matters** | **Research on cross boundary land uses**  **Facilitate BATLA involvement in international projects affecting land management** | 0  0 | 2(2)  2(2) | 4(6)  4(6) | 4(10)  4(10) | **PROJECTS OFFICE**  **(CHOBE)** | Cross boundary land uses documented  BATLA position submitted to negotiation process |
| 1. **Fostering the exchange of information and networking between BATLA and organisations or individuals that have interests in land management at the local and international level** | **Expand the BATLA formal information exchange platforms within SADC and outside** | **Establish affiliations to Umbrella Bodies locally, regionally & internationally on land management**   1. Establish stakeholder database/directory (Locally, Regionally & Internationally) 2. Identify areas for collaboration for identification of Special Projects 3. Sign 3 agreement of engagement /MoU’s | 0  0 | 1 (1)  1 (1) | 1 (2)  1 (2) | 1 (3)  1 (3) | **PUBLICITY**  **(MALETE)** | Productive relationships established |
| 1. **Mobilisation of funding and other resources to deliver the Association’s mandate** | 1. **Mobilisation of capital for operational costs.** 2. Land development/ Property investment | **To generate 3.2 M in 5 years through property investment**   1. Develop Tlokweng plot 2. Acquisition and development of prime land in strategic locations | 2M  1 | 0.8 M  1(2) | 1.6M  2(4) | 3.2M  1(5) | **PROJECTS OFFICE**  **(CHOBE)** |  |
|  | 1. **Investment and Fundraising** 2. Establishment of BATLA Investment wing 3. Fundraising Activities | 1. Registration of a BATLA company to manage all business operations including property investment 2. Develop an annual fundraising plan |  |  |  |  | **TREASUERER**  **(TLOKWENG)** |  |
|  | 1. **Human Capital** 2. Configure the Secretariat to include land management officer 3. BATLA members’ capacity building & Staff training | **To configure the Secretariat**   1. Recruitment of land management staff through internship and other means   **To initiate capacity building for members**   * + 1. Establish BATLA members’ skills inventory     2. Develop a comprehensive training proposal for the Ministry to resource and implement * Refined course (5 core skills) for members  1. BATLA Induction 2. Land Management 3. Negotiation skills 4. Finance for non-financial managers 5. Board Governance   a) Develop Strategies to capacitate members & staff to deliver BATLA mandate |  |  |  |  | **NGWAKETSE** | Fully fledged operational secretariat |

# RISK MANAGEMENT

The risks, uncertainties and threats that that threaten existence and need to be mitigated are as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| No. | **RISK** | **COMMENTS** | **LEVEL OF RISK** | **MITIGATION** |
| 1. | Reduction of BATLA Subvention from MLWS | Could ultimately lead to poor implementation of BATLA Strategic Plan | Medium | * Develop Tlokweng plot * Mobilisation of resources/ Objective 5 * Financial prudence |
| 2. | BATLA membership by civil servants not provided for in the constitution | Board Secretaries are facilitating BATLA without any formal engagement | Low | * Constitutional amendment |
| 3. | Overreliance on membership subscriptions to run the Association is a threat to continuity | Implementation of the association mandate will be impacted (Business Continuity) | High | * Develop Tlokweng plot * Acquire more plots * Financial prudence * BATLA PR and brand awareness campaigns * Membership incentives * Diversify investments * Intensify fundraising |
| 4. | Loss of Tlokweng plot (development covenant) | Could impact on allocation of additional plots: finance issue | Medium | * Execute plot development strategy |
| 5. | Competition from new Associations by land professionals | If BATLA does not appeal to emerging land professionals they could establish their own Associations | Medium | * BATLA inclusion in the TLA * BATLA branding and brand education/ awareness * Improve on BATLA reputation and member benefits/incentives |

# STAKEHOLDER MANAGEMENT AND ENGAGEMENT

We understand the importance of determining our stakeholder categories and analysing their impact on the Association and their varying interests. A stakeholder management and engagement strategy will help maintain symbiotic relations will important stakeholders as follows:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Area of Engagement** | **Stakeholder** | **What do they want from BATLA** | **What does BATLA want from them** | **Preferred Medium of Communication** |
| 1 | Implementation of Botswana National Land Policy | MLWS, Land Boards | advice on land policies, partnership | support, recognition, partnership | Annual BATLA Conference |
| 2 | Expand & initiate forums that influence Botswana’s land management legal & policy frameworks | Land Boards | advice/knowledge, development | support, recognition, partnership | - Annual BATLA Conference  - Focal Persons’ Meetings |
| 3 | Facilitate partnerships on issues affecting land management & administration | Land users | facilitation, advice/knowledge | support , recognition, | Workshops and Seminars |
| 4 | Role of Traditional Leadership in Land Management & Administration | *Dikgosi* | Guidance on the role of *Bogosi* in Land Management issues | support, recognition, partnership | Workshops and Seminars |
| 5 | Role of Political Leadership in Land Management & Administration | Political leadership | Guidance on the role of Political Leadership in Land Management issues | support, recognition, partnership | Workshops and Seminars |
| 6 | Role of Parastatals & Ministries in Land Management & Administration | Government Ministries including Parastatals | Advice on land policies, partnership in Land Administration & Management | Input on land policies, partnership in Land Administration & Management | Workshops and Seminars |
| 7 | Contribution to Economic Diversification Drive | Business Botswana | facilitation, advice, partnership | support, recognition, partnership | Workshops and Seminars |
| 8 | Fostering the exchange of information and networking | Higher learning institutions | advice/knowledge, facilitation, development, partnership | advice/knowledge, facilitation, development, partnership, support, recognition | Panel Discussions |
| 9 | Building body of knowledge on Land Management issues through Research | Higher learning institutions | advice/knowledge, facilitation, development, partnership | support, recognition, partnership | - Research partnerships  - Panel Discussions  - Workshops |
| 10 | Facilitate partnerships in international projects affecting land management & administration | SADC Countries, NGOs | Input on trans-boundary Land Management issues | advice/knowledge, facilitation, development, partnership, support, recognition | Workshops and Seminars |

# MONITORING AND EVALUATION

The monitoring and evaluation will be done by comparing expected (targets) to actual results using monitoring tools to be developed for each of the five objectives. An appraisal of strategic performance will be conducted annually by the Executive Committee and reported to the Strategy facilitator. This will enable the Association to take corrective actions to ensure that performance conforms to plans. Monitoring and evaluation tools for all five objectives will be developed by the Strategy team. The Executive Committee will conduct quarterly strategy reviews. The facilitator will be given an annual progress updates.