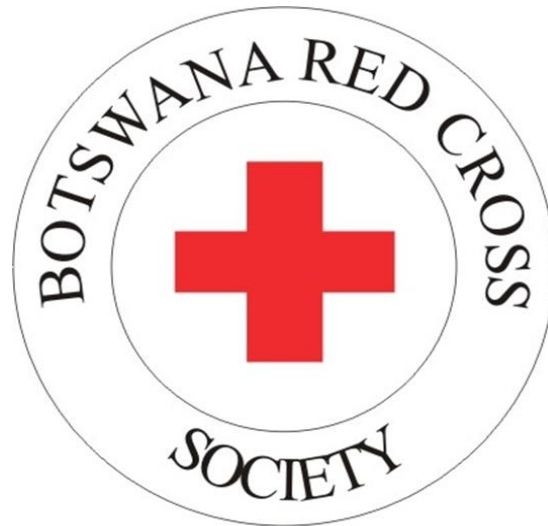


BRCs STRATEGY 2025



TRUST

CREDIBILITY

PASSIONATE VOLUNTEERS

PREPARED BY:



DRAFT FINAL REPORT

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1.0 BACKGROUND AND CONTEXT

Botswana Red Cross Society (BRCS) was established as a National Society of the Republic of Botswana through an Act of Parliament in 1968, as it is a requirement for all state parties to the Geneva Conventions. It was mandated to play auxiliary role to Government in alleviating human suffering through mobilizing the power of humanity and addressing humanitarian challenges as they continue to emerge. BRCS has been and continues to be very instrumental in mobilising local communities for responding to such emerging challenges.

As a National Society, Botswana Red Cross Society (BRCS) is a component of the International Red Cross and Red Crescent Movement, which consist of three components namely; National Societies (NS), International Federation of the Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC). These three make up the Red Cross family and complement each other to see through to the success of the movement's aspiration of serving the vulnerable. The statutes and strategy of the Movement define specific roles, strengthen cooperation and coherence between components, enhance their shared identity, and elevate

their combined effectiveness and efficiency in the service of mankind.

In principle; the NS is responsible for implementation of humanitarian action; while IFRC is responsible with supporting NS in natural disaster oriented capacity; and ICRC supports NS and governments with man-made disaster related capacities.

BRCS has an obligation therefore, to deliver on its national mandate and align to aspirations of its international family. This can best be achieved through a deliberate strategic planning process and it is against such a backdrop BRCS developed this Strategy 2025. It is aligned to national and global aspirations as outlined in various instruments including Vision 2036; National Development Plan 11; IFRC Strategy 2030 as well as Sustainable Development Goals.

1.1 Country Profile

1.1.1 Geographic profile

Botswana is located at the centre of Southern Africa, between South Africa, Namibia, Zambia and Zimbabwe. It is landlocked and dependent on its neighbours both in terms of trade and export routes. The country covers a land area of

582 000 square kilometres and is semi-arid to arid. The terrain of the country is flat averaging 900 m in altitude and lies between latitude in the south. Soils are generally very low in fertility and organic matter.

1.1.2 Climatic Conditions

More than two thirds of the country is arid. The eastern part of the country receives between 450 and 550 mm per annum, while the rainfall in the arid Kgalagadi is much lower and is as low as 250 mm in the south west of the country. In the north mean annual rainfall is much higher with totals exceeding 700mm in the vicinity of Kasane. The greatest challenge to agriculture, which is the main livelihood source, lies in the climatic conditions. Crops and livestock must contend with winter frost, excessively high summer temperatures, large diurnal temperature ranges, strong winds, very rapid rates of evapotranspiration and occasional hail storms. The long, dry winters and the low reliability of the annual rainfall are further major constraints. In recent years global climate change has exacerbated these problems for crop, livestock and forest management and production.

1.1.3 National Demographics

Botswana's first population census in 1901 revealed a population of 120 000 which has increased to 2 250 260 according to the 2016 population estimate (Statistics Botswana, 2017), an almost 20 fold increase in little more than a century. This exceptionally rapid increase in population renders the traditional systems of agriculture inadequate (MoA, 2018). Similarly, this increase in population has put a lot of pressure on natural resources as a source of timber, fibre, medicinal plants and to meet social needs.

According to the United Nations Statistics Division 2019 the total population of Botswana is 2 459 298 of which 50.5% is male and 49.5% female. The dependent population (those under the age of 15 together with those aged 65 and over) constitutes 15 418 419 males and 403 286 females, while those over the age of 64 amount to 38 221 males and 56 507 females. Primarily because of the large number of young people (relative to states that are more mature demographically) the dependent population amounts to 60.7% of the country's total. In contrast, the productive population (those between the ages of 15 and 64) constitutes 39.3% of the total, made up of 76 161 males and 745 627 females. One consequence of this distinctive age structure will be the need to provide employment

opportunities for the large number of young citizens entering the job market over the next two or so decades.

The 2015/2016 Multi-Topic Household Survey (MHTS) indicates that poverty and levels of disparate income inequality persist. Poverty has come down to approximately 16% of the population, but some 30% of the population remain just above the poverty line and are thus vulnerable to a range of shocks. Botswana's income inequality remains one of the highest in the world and, with a GINI coefficient of 0.52; greater focus must be given to the inclusiveness of Botswana's economic model while improving the manner in which public institutions manage the fiscal space. The model has generated strong dependence and, with limited private sector job creation, unemployment remains high (approximately 18%) and with youth unemployment posing critical challenges to development (Multi-Topic House Survey Statistics Botswana, 2017).

In large measure because of these demographic characteristics, fiscal spending will continue to advance at today's more rapid pace with priority given to areas identified in NDP11 that focuses on three areas - tackling poverty, inclusive growth and job creation.

1.1.4 Macro-economic Profile

Botswana's economy depends largely on the use of natural resources and ecosystems by the mining, manufacturing, energy, tourism, livestock and arable agriculture sectors. Since gaining independence, Botswana has been one of the fastest growing economies globally, increasing at an average of 5% annually for much of that period, although in recent years, with global trade less buoyant, annual growth, at 4%, has been somewhat lower. Dependence on a limited number of commodities, especially diamonds for which demand is elastic, renders the country vulnerable to international market fluctuations.

A major contribution to the country's economy has been the growth of tourism, with preference given to the high value luxury market, which currently contributes 12% to gross domestic product. The tourism industry is dependent on the very rich in biodiversity, especially in the areas in and around the Okavango Delta and the Chobe, which supports numerous species of flora and fauna. Major attractions for tourists are the high density of large mammals, and the major wildlife migration routes linking to other parts of Southern Africa. Sixty per cent of the country's area consists of forests and rangelands which provide livelihood

opportunities to the country's relatively low population.

The need to diversify the economy has been emphasised during the past decade with particular reference on reducing the high dependence on diamonds which make an exceptionally large contribution to total exports. Agriculture is important in the rural economy and is seen as a major tool to diversify the economy and especially to create employment and absorb the large population of unemployed youth through agripreneurship based on production and industrialisation through raw material from agricultural production-agro-processing.

1.2 Global Context

It is observed that 2015 was a landmark year for multilateralism and international policy shaping, with the adoption of several major agreements that greatly influence Red Cross work. These are as follows:

- Sendai Framework for Disaster Risk Reduction (March 2015)
- Addis Ababa Action Agenda on Financing for Development (July 2015)
- Transforming our world: the 2030 Agenda for Sustainable Development with its 17 SDGs was adopted at the UN Sustainable Development

Summit in New York in September 2015.

- Paris Agreement on Climate Change (December 2015)

An annual High-level Political Forum on Sustainable Development that serves as the central UN platform for the follow-up and review of the SDGs has been established. Consequently, Botswana is a signatory to the Sustainable Development Goals (SDGs), a consensus global framework **transforming** development towards sustainability. As an auxiliary arm to Government, Botswana Red Cross Society (BRCS) should account on the implementation of relevant SDGs. The following eight (8) of the seventeen (17) SDGs would seem quite relevant to BRCS work.

- Sustainable Development Goal 1: End poverty in all its forms everywhere
- Sustainable Development Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Sustainable Development Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Sustainable Development Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- Sustainable Development Goal 5: Achieve gender equality and empower all women and girls
- Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all
- Sustainable Development Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable
- Sustainable Development Goal 13: Take urgent action to combat climate change and its impacts

The Red Cross family has set a global tone for National Societies to better align to these global obligations of the SDGs. The IFRC Strategy 2030 identifies key elements that are in consonance with the aspirations governments as outlined in the SDGs.

A publication on preliminary works of the IFRC Strategy 2030 noted that *“the document presents global trends and emerging issues that our research has indicated will **transform** our world over the next decade”*.

The BRCS Strategy 2025 is aware and takes into consideration these global trends and priorities thereof. It adopts an approach that allows for the National Society to adapt to whatever future that may unfold. Most importantly, BRCS Strategy 2025 shares this strategic thrust with

IFRC; that: *“Strategy 2030 is about change. It is about changing not just what we do, but how we do it, so that we are even better able to save lives, accompany people and support their resilience. It is about the changes that are shifting the world today and those that lie ahead. It is about how these changes present both threats and opportunities to humanity, and how they are shifting the very nature of vulnerability, about who is vulnerable, why, where and for how long. It recognises that new approaches are needed to tackle the persistent challenges that continue to burden people around the world alongside the many new emerging challenges. It is also a strategy of hope and trust in the power of humanity to mobilise for good and to drive positive change.”*

The IFRC Strategy 2030 also observes that *“the consequences of climate change are already a reality for millions of the world’s most vulnerable people. It is exacerbating almost all areas of vulnerability and is one of, but not the only factor contributing to an increase in the frequency and severity of disasters and other types of crises. New and unexpected health threats are emerging alongside persistent health challenges that continue to disproportionately affect the world’s poor. These factors along*

with many others will drive increased migration and displacement, at a time where compassion for people on the move is particularly low."

The said preliminary document for IFRC Strategy 2030 titled "The Future Red Cross and Red Crescent; Thematic Futures S2030: First Milestone Trends Paper" further presents key **tension points** as identified by National Societies on issues most relevant and poignant that require deeper consideration as follows

- Natural Disasters, Climate Change, and Depletion of Resources
- Fragility, conflict, violence and development
- Power and Governance
- New Communities and Cities
- Participation and engagement – 'Here comes everybody'
- Emerging Technology
- Financing growing humanitarian and development needs
- Future of Work
- Future of Health, Pandemics/Epidemics
- Future Operating Model

BRCs Strategy 2025 makes deliberate attempt to interrogate and align with the thought process of these tension points, from a national point of view.

1.3 National Context

Botswana's aspirations are well documented in Vision 2036 with a hope to **transform** into a high income status and deliver prosperity for all. Four vision pillars have been defined as:

- Sustainable Economic Development
- Human and Social Development
- Sustainable Environment
- Governance, Peace and Security

The imperatives for Pillar 2: Human and Social Development which states "By 2036 Botswana will be a moral, tolerant and inclusive society that provides opportunities for all has" are very relevant to Red Cross work. They include:

- Health and wellness
- Social inclusion and equality
- Education and skills development
- Gender equality
- Youth
- Children's wellbeing

Similarly, Sustainable Human Settlements as well as Climate Resilience and Disaster Risk Reduction, which are some of the imperatives for Pillar 3: Sustainable Environment, also resonate very well with the mandate of Botswana Red Cross Society.

In setting its strategic priorities for Strategy 2025, BRCs shall therefore align to these two Vision 2036 pillars.

The National Society shall further align with relevant National Development Plan 11 priority areas as well as Ministerial Strategies of relevant sectors within which there are potential areas of collaboration. These will include amongst others:

- Ministry of Presidential Affairs, Governance and Public Administration;
- Ministry of Health and Wellness;
- Ministry of Foreign Affairs and International Cooperation;
- Ministry of Agriculture Development and Food Security;
- Ministry of Environment, Natural Resource Conservation and Tourism;
- Ministry of Local Government and Rural Development;
- Ministry of Basic Education; etc.

1.4 Humanitarian Legislative and Policy Context

The international legal framework for humanitarian work, defined within the International Humanitarian Law (IHL) and to some extent the International Disaster Relief Law (IDRL), plays a crucial role in the Red Cross Work.

The Botswana Red Cross Act of Parliament, which is but one acknowledgement by Botswana government for domestication of IHL, particularly stipulates role of

Botswana Red Cross Society (BRCS) in humanitarian activities; especially relating to natural and man-made disasters as well as health.

In programming its defined humanitarian role on disasters and health over the next 5 years, BRCS can be guided by amongst others two National policy framework documents being: the National Disaster Risk Management Plan (NDRMP); and Botswana's Third National Multi-Sectoral HIV and AIDS Response Strategic Framework (NSF III) for the period 2019 to 2023.

According to the National Disaster Management Office (NDMO), the NDRMP provides a guideline to plan and implement responses against disasters in the country. The NDRMP envisages and identifies risks, and reduces vulnerability in the contexts of various hazards likely to occur in Botswana. It defines management structures through which disaster risk management is to be implemented, coordinated and facilitated. The NDRMP identifies roles and responsibilities of all the leading national government and non-government actors for disaster risk assessment, preparation, risk reduction and response.

On the other hand the National AIDS and Health Promotion Agency (NAHPA) observe that NSF III spells out priority areas for implementation of the national HIV response and

provides guidance to all implementers. NAHPA has also called upon national stakeholders

to place emphasis on non-communicable diseases as national health concern.

2 CURRENT STATE OF BOTSWANA RED CROSS SOCIETY

A review of the performance of Botswana Red Cross Society over the previous plan period (2011-15) could well be deduced from the current status of the National Society. Assessments of the respective elements that make up characteristics of a Well-Functioning National Society provide a proper tool for such an assessment. This is particularly ideal because the same tool was used in assessing BRCS in 2007 and 2010 (Annex 1). The trend established would be useful. Due to staff turn-over unfortunately, BRCS is short of institutional memory. A review was undertaken all the same, which provides adequate background to compare and contrast the situation with previous strategic periods.

Internal stakeholders were engaged on brainstorming exercise to establish areas of performance and/or lack thereof, for BRCS. These included staff, volunteers/members and National Executive Council. External stakeholders were also engaged for any possible corroboration on feedback and ground-truth.

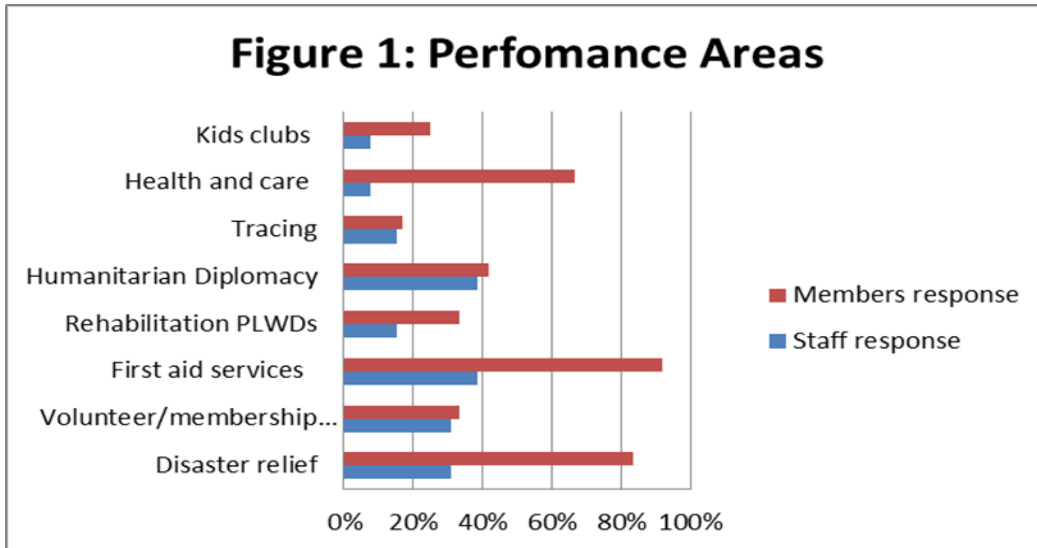
2.1 Areas of Exceptional Performance

BRCS performs exceptionally well in first aid services, disaster relief and

health care services. It is quite evident from Figure 1 below that both staff and volunteers/members concur in that regard. This claim is further confirmed by external stakeholders, especially district structures including District Commissioners and District Health Coordinators across the country. Interestingly, even in areas where Botswana Red Cross Society does not have physical presence, the control communities identify Botswana Red Cross with First Aid and Humanitarian relief.

Another area of fairly good performance, which was equally substantiated by a consensus from the National Executive Committee, is Humanitarian Diplomacy (which has much to do with stakeholder relationship) as well as membership recruitment and branch development. The ability to maintain sizable number of registered branches, with constitutionally elected leadership at various structures up to the national level as well as activities on the ground is attest enough to this claim.

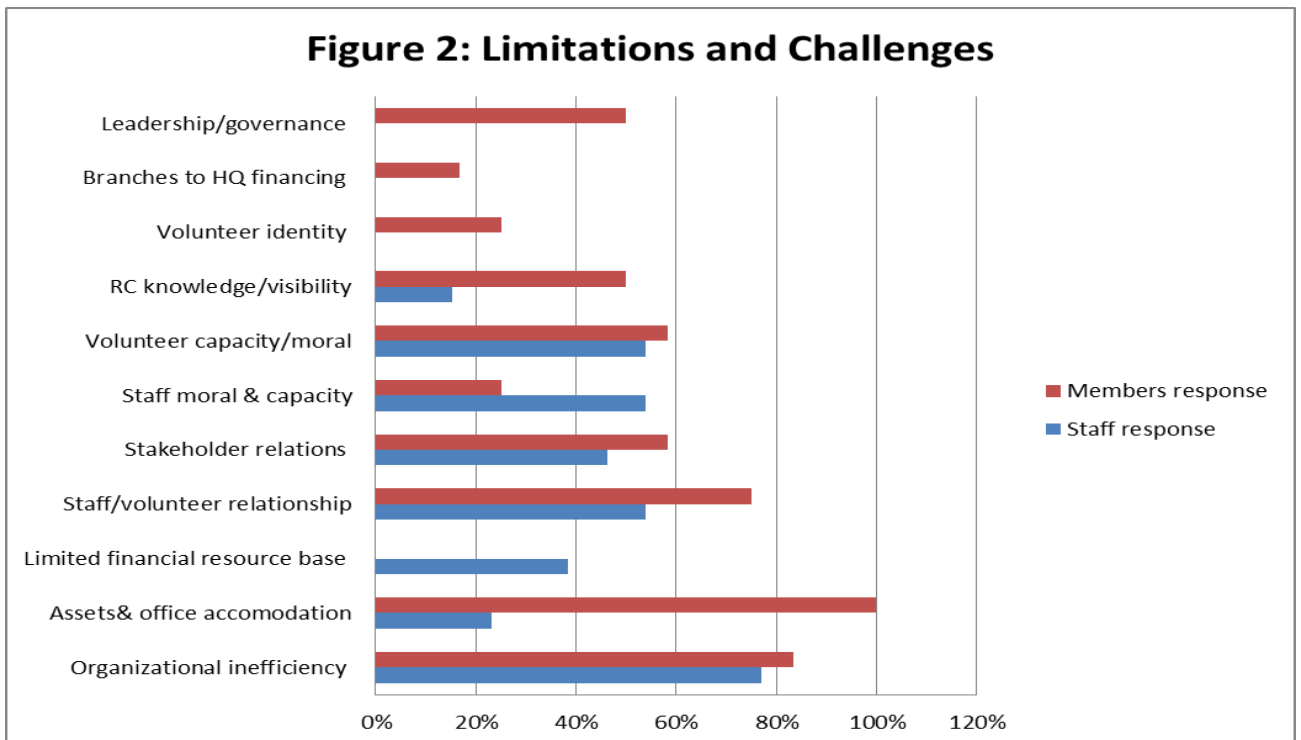
All in all, however, it suffices to say BRCS continues to exist with minimal activities undertaken by volunteers in some pockets of the country.



2.2 Limitations and Challenges

Despite maintaining presence and conducting its mandate, it is equally apparent that BRCS has been through the worst era over the past five or so years. This is evidenced by

amongst others; failure to comply with regulatory requirements such as auditing; staff turnover and low staff moral; lack of systems and policies as well as organizational strategy



As can be noted from Figure 2 above, more than 70% of both staff and BRCS volunteer members concur to the fact that the greatest limitation for performance of the national society is organizational inefficiencies. These include responses relating to transparency, fairness, procurement policies, accountability, working in silos, poor programming and ad hoc activities, poor decision making processes, poor communication and feedback between structures such as headquarters; divisions and branches usually resulting in disorganization of events or activities; poor technical support to branches.

The greatest limitation shared across branches by all members (100%) is lack of branch asset resources such as vehicles or transport as well as office accommodation. This limitation was equally observed by external stakeholders such as district officials who felt overwhelmed by the ever-begging BRCS personnel for amongst others request for transport, office materials like printing etc. This they felt undermined credibility or seriousness of the institution, particularly where such resources were once available. It would seem, in the event where there is an officer; s/he is too much of a junior officer to deserve an office or vehicle. Such an attitude from stakeholders would generally

undermine any effort the officer may wish to make in presenting whatever initiative. This also compromises on visibility of the organization. Physical presence or domicile is part of visibility.

Another disturbing observation is lack of cordial relations between volunteers and paid staff, which was reported by more than 50% of staff members and over 70% of the branch members interviewed. This is a cause for concern as it was equally reported in the 2010 assessment (Annex 1). There is need for a deliberate effort to address this disparity. Low level of both staff and volunteer moral is inevitable, in such an atmosphere, since the work environment cannot be conducive (besides other factors). This atmosphere of negative energy would naturally be transmitted to customers. This is evidenced by poor stakeholder relations.

A high number of BRCS members also point to poor governance or leadership as an area of concern. This, they argue, is evidenced by lack of compliance to constitutional requirements such as auditing and exploitation of auxiliary status of the NS in mobilizing resources.

3 EMERGING ISSUES INFLUENCING BRCS WORK

A number of external factors are worth noting, which may have positive or negative impact on performance of BRCS. These include Political, Economic, Social, Technological, Ecological and Legislative trends.

3.1 Political Trends

Botswana has had a stable democracy since independence in 1966, with a positive leadership attitude towards BRCS. To a large extent, the NS was associated with its founding President; the late Ruth Khama, who was the First Lady at the time. The risk with this however is, in the event of regime change, the opposition leadership may wrongly associate BRCS with the ruling party. It is necessary therefore, that the NS undertakes humanitarian diplomacy with Members of Parliament so that they all appreciate the independence and neutrality of BRCS and the Red Cross movement.

3.2 Socio-economic Trends

Despite slow economic growth over the past few years, Botswana has since been classified a middle income economy and it is on an ambitious mode to transform into a high income economy by 2036. There is however, disturbing levels of unemployment, poverty and urbanization. This comes with social ills such as increasing crime and

violence as well as mental health issues.

Progress made in primary health care has also been deteriorating with reported cases of medication shortages. This may demand intervention of some players if the situation persists. The Ministry of Health and Wellness has also shifted focus to Non-Communicable Diseases, which will also require support from the NS.

Growing trends that associate Botswana with amongst others money laundering, human trafficking etc. may be a worrying factor for the NS. There is also increasing numbers of players in the humanitarian space. This will certainly strain already constrained financial resource base for the National Society, particularly relating to public financing.

3.3 Technological Advancements

The advent of social media plays an increasingly positive role in humanitarian services, especially in information dissemination. Reaching out to victims and tracing efforts may also be achieved through use of social media. There are also platforms for performance management, which are helpful in monitoring amongst others, execution of strategy; employee

performance as well as financial management.

3.4 Ecological Factors

Observation earlier made in global and national priorities relating to climate change issues may not be overstated. There is need for Botswana Red Cross Society to play a particular role, especially given capacity associated with the Red Cross Climate Change Centre. BRCS can therefore be resourceful in climate change related information and interventions.

Increasing frequency of droughts, food insecurity, water shortages and health should become priority areas for BRCS programming.

The country is also grappling vulnerabilities emanating from Human Wildlife Conflict that BRCS may need to address. Wild animals, particularly elephants and predators have rendered agricultural production ineffective. This has impacted negatively on rural livelihoods and socio-economic wellbeing.

3.5 Legislation

Despite being an auxiliary to Government of Botswana (GoB) through an Act of Parliament, there are notable trends in which GoB has had to establish competing structures or programmes when it could have engaged the BRCS. This is a worrisome factor that may point either to limited confidence of the government on BRCS and/or credibility. This would mean BRCS need to put its act together and engage GoB on such. Government officials observed levels of arrogance expressed by Botswana Red Cross Society and its tendency to misuse the principle of Independence in refusing to account to GoB, despite receiving financial assistance.

BRCS might need to explore possibility of accounting to the Parliamentary Committee on Public Finance, just like parastatals do; as well as sought support from Auditor General for cheaper audit role. This may in turn afford the NS ability to regain the GoB confidence and grow its credibility.

4 STRATEGIC FOCAL AREAS FOR BRCS 2025

Botswana Red Cross Society (BRCS) chooses to use the ‘Functional Strategy’ approach for strategy development and not the more traditional Strategic Planning approach. Traditional approaches see Strategy as a form of long-term planning towards a desired future, based on the achievements of the past. The Functional Strategy approach, in contrast, is predicated on the view that since the future is unpredictable and therefore unknowable, planning towards any specific future is flawed (Mann, 2012).

Functional Strategy has as its primary focus the development of a set of Strategic Imperatives or rules. These Imperatives are designed to ensure that BRCS is as successful as possible, irrespective of what future unfolds.

In developing a functional strategy, global and national priorities as well as trends that would influence BRCS performance are determined. Possible future scenarios against or within which BRCS should thrive are deduced.

4.1 Scenarios

These are anticipated possible futures, any one of which could unfold at any time. They are deduced from an in-depth analysis of the trends and emerging issues

above, through identifying two most impactful issues on BRCS. The BRCS Executive and Management team generally acknowledged that legislative and/or political factors as well as technological factors may greatly influence BRCS performance. These were used to formulate possible futures. Three possible scenarios were identified as described below.

4.1.1 Worst Case Scenario (Doom)

This is a challenging situation where there are no supporting policies and legislation, BRCS Act of parliament repealed, lack of institutional framework, and there is a general lack of knowledge on Red Cross and negative attitude towards the NS by political leadership. There would be no financial support for humanitarian work and barriers such as lack of political will, social and cultural attitudes. There is stringent legislation against social media.

4.1.2 Good Case Scenario (Stable)

It represents a situation where there could be an enabling environment including supportive policies, political will and funding sources for the National Society. There would still be pockets of conflicting policies and limiting factors. Socially, however, there is general lack of

awareness and a lack of advocacy for Red Cross work. There are no binding instruments or legislation to regulate and facilitate humanitarian services.

4.1.3 Best Case Scenario (*Flourish*)

It represents a very positive environment, where BRCS is known and accepted as an auxiliary arm of Government in humanitarian work and a partner of choice. There is proper institutional coordination, policy and legislative framework for facilitating humanitarian work with deliberate emphasis on BRCS inclusion in the national development planning and budgetary system.

4.2 Functional Strategy

To prepare for the future, it is necessary to develop a strategy that will ensure the highest possible level of success in any of the scenarios that unfold. This is achieved through Functional Strategy; the manner of operating viewed as most likely to be effective in any of the scenarios.

Against the background of the three scenarios above, together with its mandate, the manner in which BRCS should work was formulated. The focus is to ensure

that BRCS will be as successful as possible in each of the scenarios; hence the Functional Strategy (see Figure 3 below). The Functional Strategy is to be applied by all stakeholders in the organization and will inform activities at operational levels and the strategic direction at policy level.

There are three components to the Functional Strategy, each of which is required across departments and constituents of the NS. These are *Trust*, *Credibility* and *Passionate Volunteers*.

4.2.1 Trust

It is a virtue that shall be lived by all staff, volunteers and leadership of the National Society. This will build on the trusted brand of the Red Cross. The sponsors, clients, associates and beneficiaries of the National Society should have peace of mind in dealing with BRCS personnel. This shall be informed by fairness and transparency in decision making; absence and shun for corruption as well as reliability and keeping promises.

This virtue will help yield positive relations even under the worst case scenario.

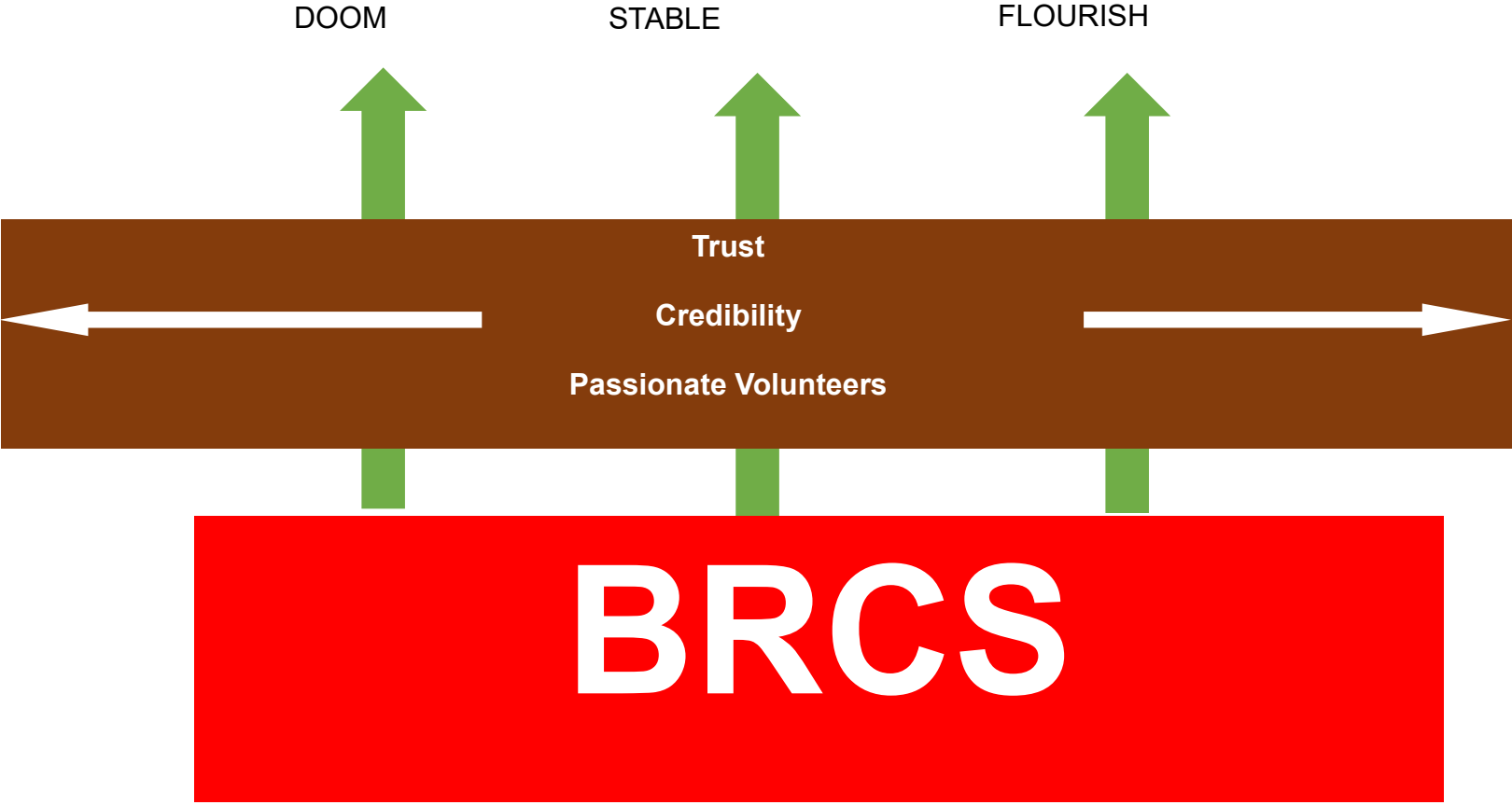


FIGURE 3: BRCS FUNCTIONAL STRATEGY

4.2.2 Credibility

This relates to how the clientele perceive the National Society as an organization. The more they trust individuals and their reliability, the more the organization becomes credible. Most importantly, the conduct of the National Society and its culture yield perceptions. A culture of accountability, compliance, transparency at organizational level produces credibility. Credibility will help stakeholders wish to associate with the National Society under whatever circumstances. It may help facilitate public financing, support from private and international donors even under the worst case scenario hence help the NS thrive.

4.2.3 Passionate Volunteers

In delivering its services to the beneficiaries or clients, BRCS is dependent on volunteers. This is one of its fundamental principles. Passionate volunteers will serve under whatever circumstance, hence key to the success of the National Society. They would sustain the activities of the National Society

whatever future scenario may unfold; with or without funding sources. They can even sacrifice their last personal resources for humanitarian work.

4.3 Strategic Goals

Three strategic goals sum up the ambitions of BRCS leadership for 2025 and each is driven by three strategic outcomes. These are:

- Goal 1: To be Self-sustainable
- Goal 2: To be a Resource Centre
- Goal 3: To be a Partner of Choice

These ambitions of the leadership are augmented by views of the constituents. As can be noted from Figures 4A and 4B below, staff members place top three priorities as strengthening humanitarian diplomacy; branch revival and improved programming while the volunteer branch members prioritized branch revival; decentralization/operational independence; governance policy guidelines. The priorities of constituents, as shall be noted below, fit well as strategic outcomes for the three proposed strategic goals.

FIGURE 4A: STAFF PRIORITY AREAS

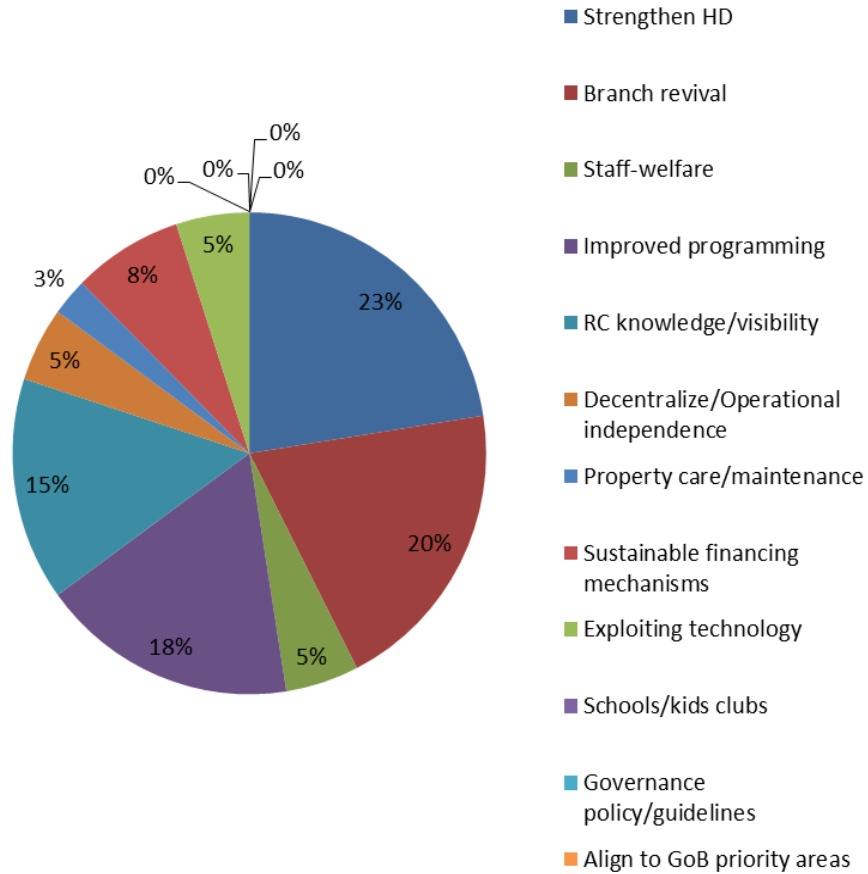
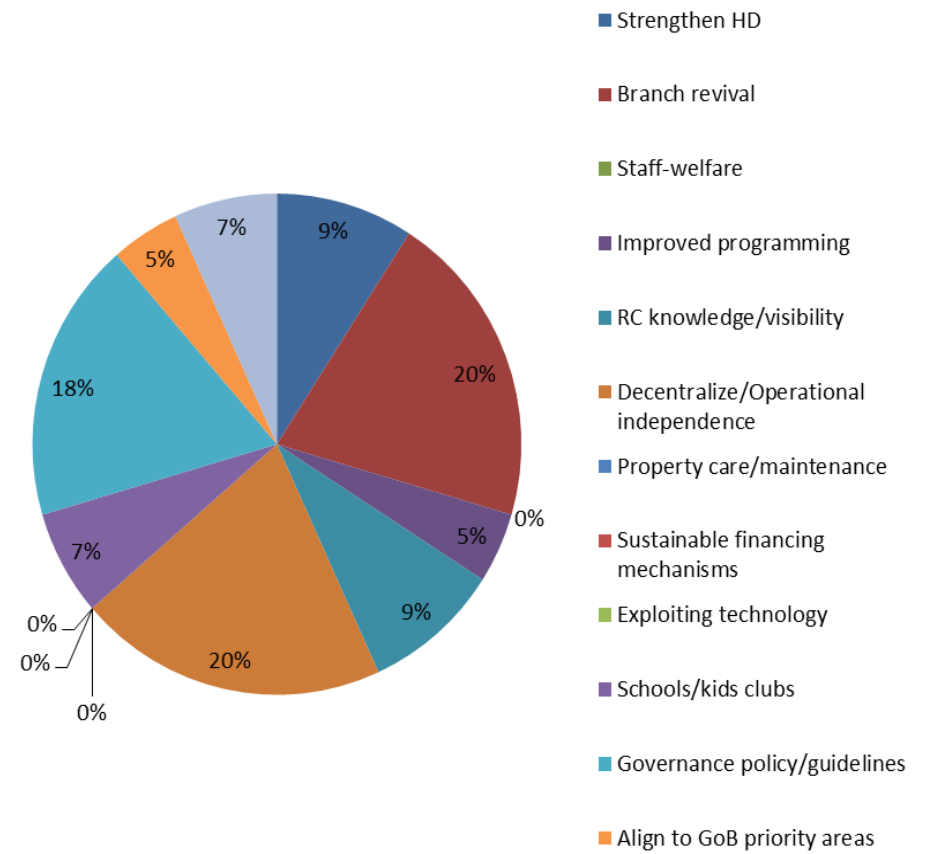


FIGURE 4B: MEMBERS PRIORITY AREAS



4.3.1 Goal 1: Self-sustenance

The BRCS leadership is passionate of a well-resourced NS that has come out of a beggar mentality. This not only allows for organizational performance and delivery on mandate but further ensures business continuity. This shall be achieved in the three spheres of financial; material and human resources.

4.3.1.1 Sustainable revenue streams

BRCS shall strive to establish sustainable financing mechanisms in the continuous learning curve of social entrepreneurship. Efforts shall be made not to divorce much from the mandate of the national society, while taking advantage of opportunities presented by the environment. Partnerships with seasoned and well established businesses to execute some opportunities will be explored.

4.3.1.2 Cost Management

Financial sustainability can also be achieved through prudent management of costs and expenditures. Improved budget planning processes and adherence or compliance is necessary.

4.3.1.3 Asset and property management

BRCS has an asset and property base that is yet to be exploited for the sustenance of the NS activities.

There is acute shortage of office accommodation at branch and divisional levels; subsequently resulting in lack of visibility; squatting or begging from other stakeholders. This has compromised on the dignity of the NS. As some external stakeholder bluntly put it; *“without accommodation, there is no dignity”*. There is therefore a need to develop and manage the assets and property around the country for the sustenance of the NS activities.

4.3.1.4 Human Resource base

A systematic process for recruitment and retention of diverse skills within the employ and volunteer base of the NS is critical to ensure high performance culture. Most importantly maintaining high moral standards and motivation of human resources is critical to sustain the activities of the NS, under whatever scenario that may unfold.

4.3.2 Goal 2: To be a resource center

Both at global level (IFRC Strategy 2020 and SDGs) as well as national level (Vision 2036);

there is loud pronouncement for TRANSFORMATION. BRCS need to cut a niche area in which it is to drive transformation. As an auxiliary partner to government and mandated by an Act of Parliament on humanitarian arena; there is an opportunity to be a humanitarian resource centre in the country. This

should take focus from responsiveness to proactive address of humanitarian challenges through building community resilience. The locational comparative advantage of Botswana in the SADC region, housing the SADC headquarters, may also provide an impetus for BRCS to serve as a regional humanitarian resource centre. Three strategic outcomes are necessary to drive this strategic goal: Community Based Programming; Strengthening Branches; and Decentralization

4.3.2.1 Community Based Programming

Establishing BRCS as a national and probably regional humanitarian resource centre begins with a cutting-edge excellence in community based programming. Traditionally, Botswana has modelled its planning to be more of a bottom-up approach; which is highly regarded as a sure-way to sustenance. BRCS can take advantage of this systematic culture and indigenous knowledge to drive its humanitarian agenda. Interlinkages between respective humanitarian challenges, particularly relating to climate change, make it possible to build one-stop-centres for community resilience. The centres can be strategically located to serve both local and regional humanitarian needs.

4.3.2.2 Well-functioning Branches

It is envisioned that the proposed humanitarian resource centres will offer diversity of services. This dictates high quality staff and volunteer base in terms of skills and passion to man the resource centres.

4.3.2.3 Decentralization

The greatest challenge in managing programmes has been reported to be longer turn-around time in decision-making and limited support from Headquarters. The bureaucratic process yields unnecessary tensions that demoralize volunteers. Organizational efficiency is imperative in operating resource centres to customer satisfaction. The growing tendency of partners or sponsors to wish for a direct association at community level also demands for some level of independence in operations of centres. This will further allow for stronger partnerships at local authority level.

4.3.3 Goal 3: Partner of Choice

Partnerships are a function of trust and credibility. This can best be attained through organizational excellence, humanitarian diplomacy and relationship management.

4.3.3.1 Organizational Excellence

It is best framed within the famous characteristics of a Well-Functioning National Society (WFNS) as well as the McKinley 7S (Strategy; Systems; Structure; Shared values; Style; Skills; Staff). BRCS has on its priority list the need to put in place governance systems and structures in addition to this strategy (after operating for five years without one). There is also a need to review amongst others the constitution; staff policies and conditions of service; legislation etc. all of which form the legal base as the foundation for a WFNS.

4.3.3.2 Humanitarian Diplomacy (HD)

Both the knowledge on mandate of the Red Cross and its visibility may only be achieved through deliberate efforts to engage with stakeholders. The honour is with BRCS to create a platform and

space for humanitarian dialogue. This will in turn place humanitarian work on the priority list of the stakeholders. The art of negotiating (diplomacy) for partnerships needs to be developed and require regular polishing through practice. The NS needs to develop such a talent at all levels across structures.

4.3.3.3 Relationship Management

In as much as HD is about opening doors and negotiating partnerships, maintaining the partnerships and relevance is another ball game. There is need for regular engagement with stakeholders for feedback and continuous improvement on services. The advent of social media and technology provides an opportunity for interactive engagement with various stakeholders across sectors.

5 STRATEGY IMPLEMENTATION

The strategic plan is a guiding document through which the National Executive Council (NEC) gives direction to management team on priorities of the National Society. It is assumed the management team will start-off strategy implementation by developing operational plans that would guide not only the respective operational units but the budgetary processes as well. An all-encompassing logical framework is provided in Table 1 below, which should provide guidance to the development of operational plans as well as serve as strategy monitoring and evaluation tool of NEC. This logical framework matrix is further used in the chapter that follows (Chapter 6) as a feed into development of a strategy map (which is a strategy management tool); that will further support strategy implementation and monitoring thereof.

As outlined in the previous chapter, BRCS Strategy 2025 shall focus on three strategic goals each of which has strategic imperatives or strategic outcomes (or objectives). The logical framework matrix in Table 1 below identifies possible indicators; outputs; and interventions for each strategic imperative or outcome.

In developing the interventions, deliberate process and care was focussed on ensuring that they all contribute not only to the outcomes, but intentionally promote the functional strategy. The BRCS Management Team and their respective teams identified the interventions as critical undertakings for the respective units or departments to align to BRCS functional strategy and yield a National Society that is Trusted, Credible and has Passionate Volunteers; hence ensuring that BRCS shall continue to perform, no matter what future may unfold.

It is envisioned however, that the outputs will further be refined with accurate information and research by the respective operational units to set accurate baselines and trends. The ones provided were mainly on assumption of a well-functioning NS; despite challenges identified. It is assumed that the challenges will be dealt with in the shortest possible time and allow the NS to achieve the desired results. The bar may have been set too high though. Let this be a challenge to the Management Team.

Ready, Go!

TABLE 1: STRATEGY IMPLEMENTATION MATRIX

Strategic Goal 1: Self-sustenance			
Outcomes	Indicators	Output	Interventions
Sustainable revenue streams	<ul style="list-style-type: none"> • Number revenue income streams • Percentage market share in the social enterprises • Level of business efficiency 	<ul style="list-style-type: none"> • Increased revenue from trainings by 30% • Increased market share on training business by 50% • Keep stock that can last at least 3months • Monthly management accounts to be shared with all departments 	<ul style="list-style-type: none"> • Increase number of courses and revamp current BRCS training programs • Commercialize some professional services • Explore investing in property rentals • Improve market share through turn-around time to satisfy internal and external clients • Increase capital for stock for first aid sales and services • Shared vision on revenue generation and continuous improvement
Cost management	<ul style="list-style-type: none"> • Level of cost efficiency • Level of cost recovery • Level of budget controls 	<ul style="list-style-type: none"> • Reduce cost overruns by 30% • Increased cost recovery by 15% • Increase number of integrated activities by at least 40% 	<ul style="list-style-type: none"> • Improve understanding and discipline on budgetary controls • Undertake cost recovery measures across program activities • Integrate activities for cost efficiency (do more with less)
Asset and property management	<ul style="list-style-type: none"> • Number of fixed assets developed • Amount of movable assets • Level of assets and property management systems 	<ul style="list-style-type: none"> • At least 50% increase in net value of BRCS property by 2025 • Office accommodation, storage facilities and transport available in at least all divisions by 2025 • Approved assets and property management policy 	<ul style="list-style-type: none"> • Develop and maintenance asset register • Resource allocation to cover divisions (including vehicles and offices) • Strengthen capacity to provide necessary and quality relief materials on time where needed. • Develop and disseminate asset and property management policy
Human Resource base	<ul style="list-style-type: none"> • Level of skills and competencies to executive NS mandate • Level of staff and volunteer moral • Level of staff and volunteer performance 	<ul style="list-style-type: none"> • Recruit and maintain at least one subject expert per service area Train and capacitate all programme officers to deliver volunteer training in all subject areas • Facilitate at one team building exercise per year for all staff and volunteers • Increase outreach programs/trainings at branch level by 20% per year 	<ul style="list-style-type: none"> • Conduct skills audit for the NS at staff and volunteer level • Build NS skills capacity in all areas of need • Undertake to improve staff moral and instil loyalty in staff and volunteers • Develop a volunteer recognition policy for the NS and include volunteer support as a performance goal for all NS employees • Establish Ns's and capacity building of national and regional emergency response teams • Facilitate and support development of an open (staff/Volunteer) surge deployment program.

TABLE 1: CONTINUED

Strategic Goal 2: To be a resource center			
Outcomes	Indicators	Output	Interventions
Community Based Programming	<ul style="list-style-type: none"> • Level of community participation in BRCS programmes • Number of community based initiatives • Level of programme impact at grassroots 	<ul style="list-style-type: none"> • At least one functional community project per division • At least 20% increase in community participation • Increased relevance and impact of BRCS programmes by at least 20% 	<ul style="list-style-type: none"> • Involve communities to participate in programmes planning, monitoring, evaluation and reporting. • Mainstreaming of Protection, gender and inclusion into all programmes. • Develop programmes that cater for social diversity • Demonstrate and implement best practices in Climate Change adaptation and food security
Well-functioning Branches	<ul style="list-style-type: none"> • Number of functional branches in the NS • Number of active volunteers per branch • Efficiency and effectiveness of volunteer management system 	<ul style="list-style-type: none"> • At least 5 well-functional branches per division • At least 20 active volunteers per branch • At least one computer based volunteer management system 	<ul style="list-style-type: none"> • Improve recruitment strategies • Undertake targeted recruitment for both members and volunteers • Improve volunteer management system
Decentralization	<ul style="list-style-type: none"> • Number of established divisional offices • Availability of divisional and branch support systems • Number of staff stationed at divisional and branch offices 	<ul style="list-style-type: none"> • Participation of NS in all local structures (VET, DDC, DHT, etc) • Approved NS policy on decentralization and guidelines resource mobilization at branch levels • At least one program officer per division 	<ul style="list-style-type: none"> • Engage community leaders, gate keepers and public authorities • Update instruments to support different national society structures • Strategic placement of Officers for technical support to the branches

TABLE 1: CONTINUED

Goal 3: Partner of Choice			
Outcomes	Indicators	Output	Interventions
Organizational Excellence	<ul style="list-style-type: none"> • Level of compliance to organizational policies, strategy and systems • Level of organizational cohesion and shared vision • Level of organizational performance 	<ul style="list-style-type: none"> • 100% compliance to statutory and governance requirements of the NS by 2025 • At least 80% participation of branch, divisional and national structures in all scheduled meetings and activities by 2025 • Established an automated performance management system by 2025 	<ul style="list-style-type: none"> • Alignment to IFRC, national and organizational policies and strategies. • Training and induction of all governance structures on NS policies and statutes • Technology advancement to increase competitiveness, efficiency and target more youth and skilled volunteers.
Humanitarian Diplomacy	<ul style="list-style-type: none"> • Level of BRCS visibility and relevance • Level of public knowledge and loyalty to BRCS mandate • Level of BRCS public goodwill 	<ul style="list-style-type: none"> • 100% presence and participation in all relevant national and district structures by 2025 • At least 80% presence in public and social media by 2025 • At least 40% improvement on public goodwill and spending on BRCS by 2025 	<ul style="list-style-type: none"> • Consistent engagement and messaging with public, donors and stakeholders • Develop relationships with public and private media houses to disseminate BRCS information to public and appeals • Advocate establishment of necessary disaster and humanitarian laws. • Educate public on National Society Disaster/Emergency Response protocols.
Relationship Management	<ul style="list-style-type: none"> • Number of new and sustained relationships • Level of delivery through partnerships • Level of interaction with partners and stakeholders 	<ul style="list-style-type: none"> • Maintained all existing partnerships by 2025 • Established at least one new partnership for every division (adopt-a-division) • At least 60% of recurrent budget supported through partnerships • Quarterly and annual feedback mechanisms to all stakeholders 	<ul style="list-style-type: none"> • Stakeholder engagement: private, CSO, government departments. • Strengthen monitoring, Evaluation systems; Timely and accurate reporting • Share feedback with all stakeholders particularly at divisional and branch levels

6 STRATEGY MANAGEMENT

Many tools have been developed for strategic management of organizations but Botswana of Government (GoB) and many industry leaders in Botswana including mining giants have generally adopted the Balance Scorecard. It is advisable for Botswana Red Cross Society as an auxiliary partner to align with GoB to be able to compare with national performance measures.

The consulting team has thus gone an extra-mile beyond strategy formulation, to engage the management team in development of a strategy map; with an intention to further interrogate the strategic outcomes (objectives) and interventions thereof, as to whether they are of strategic significance as well as relevance to four perspectives of the balance scorecard. As a 'standard rule', a strategic objective and/or intervention must somewhat have relevance to all the four perspective of customer; finance; internal processes and learning/growth.

It will be noted from Figure 6 below that all the strategic objectives (outcomes) and the interventions thereof, fit well into the respective perspectives. It is envisioned however, that following

establishment of baselines for the respective outputs of the interventions; targets would be put into the strategy map.

The organizational strategy map should provide a basis to cascade the strategy down to implementing structures and ultimately become the basis for performance contracts of the respective employees. It is further possible to automate strategy execution and employee performance; hence develop dashboards and allow the National Executive Council and Management team to track performance at any given time and not the usual norm of awaiting the mid-term review of the strategy.

Strategy management is perfectly achieved through establishment of a Strategy Office that should coordinate all activities relating to strategy execution and automation thereof as well as communicating and cascading the strategy. The management team also require basic skills on strategy execution and monitoring.

FIGURE 6: BRCS STRATEGY MAP

