



BANA BA LETSATSI - STRATEGIC IMPLEMENTATION PLAN

Commissioned by Tuscookany – BEL SOGNO SOCIETA' AGRICOLA S.R.L.

BACKGROUND

Bana Ba Letsatsi (BBL) has been a flag ship organization in the North West of Botswana with regards to engaging and supporting vulnerable children and their families. Founded in 2002 it has had approximately 250 children “registered” annually. These children are supported with basic necessities such as toiletries and food as well as more specific individual needs such as psychosocial support and life skills – all critical to becoming productive members of the society which is Bana Ba Letsatsi’s vision. However, the environment in which Bana Ba Letsatsi operates has changed remarkably since 2002 both in terms of the needs of children and with regards to the funding available to support the ongoing operations. Rather than ‘steaming ahead’, business as usual, it is imperative that Bana Ba Letsatsi takes stock of the situation it is in today and what shape the future programme should take.

PRESENT SITUATION

- Bana Ba Letsatsi has 250 children on its rolls.
- It is recognized that Bana Ba Letsatsi is not having the ‘impact’ (change factor, influence) over the children as desired. This is evident in the ‘full circle’ of past children that is children of children that attended Bana Ba Letsatsi are now attending Bana Ba Letsatsi.
- Staff is unmotivated and demoralized, and to a certain extent are doing the job for the money.
- There is only one committed donor to Bana Ba Letsatsi.

HOW TO MOVE FORWARD

There are two critical factors that need to be addressed with regards to Bana Ba Letsatsi:

1. The core budget. What is the annual budget for Bana Ba Letsatsi and how can this be managed on a monthly basis to ensure that (a newly defined scope of core) activities are covered?
2. What new form should Bana Ba Letsatsi take: a scoping exercise. There are 3 possible models:
 - i. Remaining as is, serving a large number of beneficiaries, but no longer emphasizing the ‘change factor’ (e.g. individual counseling and psychosocial support) but merely ensuring that children have a safe haven for after school. The children would be given a small meal, and space to engage in activities (e.g. sports, homework, crafts) should these be delivered by volunteers. *Objective: serve a broad number of children with basic services to keep them off the street.*

- ii. Restructure to provide a comprehensive program of care (e.g. including psychosocial support, engagement of caregivers/mothers) to a limited number of children, for example 30, but have very well managed and monitored interventions into their lives and their broader family. *Objective: fundamentally transform the child's and their family's trajectory to a comprehensive and unrelenting intervention.*
- iii. Have a very specific age group as clients (4 to 12 or 12 to 18) and focus all activities at this level. This is youth centered and not family holistic. *Objective: ensure each child is ready for success in either Junior Secondary School or Secondary School Graduation and in achieving employment.*

For this to be realized there are four main areas to be addressed:

1. Financial: Donations, budgets and expenses;
2. Programmatic: Counseling, activities, life skills programs;
3. Governance: Board and management of staff;
4. Views of Department of Social and Community Development (custodians of Botswana's children).

IMPLEMENTATION

In order to achieve the above objectives, we are offering the services of Yvonne Ward-Smith from Simply Wild and Ruth Stewart from Travel for Impact to undertake the following:

1. A day per area (detailed above) in gathering information, followed by a half a day per area in analyzing this information and putting together a plan and report. We would need to meet with the Board and establish exactly what the annual budget is and analyse the overheads to make an accurate and realistic budget. We would also meet with both the staff and the Board to brainstorm re-scoping the organization followed by discussions on staff complement and children complement.
2. Present the plan to the Board and the centre and receive the go ahead to implement the plan.
3. Implementation of the plan in 3 or 4 1-day workshops and 1 extra day for establishing time frames, measurable and commitments.
4. These measurables and time frames will be assessed at a 1-day follow up meeting per month and further targets will be set for the following month. An honest but fair report will be written following these meetings.
5. We will also do a 1-day motivational/team building activity quarterly to maintain interest and motivation and to support the team.

TIMELINE

Attached please find an Organigram laying out the timeline for this project. We will commence the process on 17 July with a meeting with Mma Morris and the staff of BBL to discuss the work that we will be doing with the centre in the coming month. The gathering of information, step 1 of the process, will begin on 18 June and be completed by 10 July 2015. We will present our findings to the BBL Board on 13 July, giving them 10 days to consider our findings and proposals. The Board will report to us by latest 25 July. We will spend 27, 29 and 30 July doing the implementation of our plan. The month of August will be given to the centre to work with the new structure and from the beginning of September we will begin with our 1-day a month follow ups when the measurables and time frames will be assessed.

REPORTS

You will be sent reports at the end of the review of each area and upon completion of the implementation of the plan at BBL. We will develop synopses which can be posted on your website as I am sure you understand reports on the restructuring or other confidential material is not something that should be out in the public domain. Going forward we will send you reports that reflect the progress of the centre.