



# Southern African Federation of the Disabled

Workshop Report

On

## **ORGANISATIONAL BUILDING**

(Held from 08 -12 May 2006 at the Desert Sand Motel in Palapye, Botswana)

FOR

**BOTSWANA SOCIETY OF PEOPLE WITH DISABILITIES  
(BOSPED)**

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## 1. INTRODUCTION

From the 9 – 11 May 2006 the Southern African Federation of the Disabled (SAFOD) held a workshop on capacity building for the Botswana Society of People with Disabilities (BOSPED), a disabled people's organization (DPO) that has been the entry organization into Botswana pending the formation of a national umbrella body for all the interested organisations of disabled people in the country. The purpose was to strengthen the organisation to be able to manage its own affairs professionally in collaboration with other (DPOs). The participants of the workshop were leaders of the BOSPED branches scattered in most parts of Botswana. It was hoped that by the end of the workshop, BOSPED was going to be ready and committed to take the lead in the formation of a national umbrella body for all the DPOs in the country.

The workshop was the second national workshop organised by SAFOD under their programme on *Organisational Building of National Assemblies of Disabled People's Organisations* supported by their Norwegian partner, Norwegian Federation of the Disabled (FFO). The programme was inaugurated in Zimbabwe in February/March 2006 at the workshop for the Federation organisations of Disabled People of Zimbabwe (FODPZ). Each federation is expected to have the capacity to professionally run itself in the interest of fulfilling the needs and aspirations of disabled people's organisations in a consultative and coordinated way in each country in order to have linkages with DPOs in other countries with the assistance of SAFOD.

This report is on the proceedings and outcome of the workshop.

## 2. INTRODUCTORY REMARKS

### 2.3 Welcoming Words of Bosped – By Mr. Wabotlhe Chimidza, the Bosped Chairperson

On behalf of the Botswana Society of People with Disabilities (BOSPED), Mr. Wabotlhe Chimidza, the National Chairperson of BOSPED, welcomed the delegates to the workshop.

Mr. Chimidza expressed his happiness at seeing most of the BOSPED Branches were well represented at the workshop in order to share ideas on various issues relating to the running of the organisation and its branches. It was expected that each participant was going to learn with the intention of applying the knowledge and skills as appropriately as possible in the interest of the organisation and its members. BOSPED and SAFOD were interested in following up to find out whether the participants were able to implement what they would have learnt at this workshop. Although over the years BOSPED had been taking coordination of DPOs as one of its main functions, it had not been easy to bring many DPOs on board. With the

ideas learn from this workshop, it was hoped that the coordination function was going to become easier in the future.

Since the participants were coming from diverse backgrounds, Mr. Chimidza urged the participants to feel free to speak in Setswana or English or both if it would help them to understand the proceedings of the workshop better. Some members of the BOSPED Executive Committee members were going to provide translation to ease the facilitation.

He told the participants that those people who needed to be reimbursed for their transport costs would have to present receipts to the BOSPED Treasurer.

After making these welcoming remarks, he asked each participant to introduce oneself by name and the BOSPED Branch the participant was representing.

After self-introductions of the participants, Mr. Chimidza introduced the SAFOD staff namely Mr. Mordicai Gumbo and Mr. Forward Mlotshwa and the facilitator Mr. Stanislaus SP Matindike of Rostan Development Company (Private) Limited.

With these welcoming remarks, Mr. Chimidza declared the workshop opened and requested Mr. Gumbo to say a few words.

#### 2.4 **SAFOD Introductory Words – By Mr. Mordicai Gumbo, the SAFOD Finance Officer**

Mr. Mordicai Gumbo, the Finance Officer of SAFOD, acknowledged the warm welcome offered to all the people at the workshop by the BOSPED National Chairman, Mr. Chimidza. Mr. Gumbo informed the participants that SAFOD was quite grateful to BOSPED, which was responsible for inviting participants and all the related logistics for the workshop to be successful.

The workshop was on capacity building for five selected regional member organisations of SAFOD for 2006. The first workshop had been held in Zimbabwe. Now, the second workshop was being held in Botswana. The remaining workshops for the rest of 2006 were scheduled for Namibia, Swaziland and Malawi. Subject to the success of the five workshops to be held this year, the understanding with the donor was that similar workshops could be held in the remaining countries where SAFOD had members also. These were Angola, South Africa, Lesotho, Mozambique and Zambia. The idea was to strengthen member organisations so that they would be able to discharge their responsibilities successfully. In the disability movement in Southern Africa, there was need for a strong voice of the disabled people to represent themselves using their own leaders.

In the past, SAFOD used to hold workshops at a sub-regional level. Each member would send two representatives (a woman and a man) to attend such workshops. History showed that in a number of countries, the same people would attend all workshops on behalf of their respective countries. This trend had developed a pool of leader's within the DPOs. However, SAFOD with the current programme changed its approach by holding national workshops intended to train as many leaders as possible under national conditions in order to have more impact on follow up.

Most of the SAFOD work is done by a Secretariat consisting of several full-time staff. However, from time to time SAFOD out-sources expertise. For example, for the BOSPED workshop, Mr. Matindike and Mr. Mlotshwa were going to assist with the facilitation.

With these few words, Mr. Gumbo asked Mr. Matindike to begin to facilitate the workshop.

### **3. CLIMATE SETTING AND LEVELLING OF EXPECTATIONS**

#### **3.1 Presentation of the timetable of the workshop**

Mr. Matindike went through the timetable of each of the three days of the workshop. The participants approved the presented tentative programme with the hope that all the planned material was going to be presented within the scheduled three days.

#### **3.2 Participants' Expectations**

Once the programme was approved, Mr. Matindike asked the participants to outline their expectations of the workshop. The participants outlined the following expectations: -

- ❖ To learn
- ❖ To learn how to lead appropriately
- ❖ To know the objectives of my organization as it relates to SAFOD
- ❖ To learn a lot to be able to do something in future
- ❖ To learn how to structure an organization sharing responsibilities
- ❖ To accept our disabilities and respect other people with their disabilities
- ❖ To learn how to unite people with different disabilities
- ❖ To come up with resolutions on how best DPOs can benefit from SAFOD and BOSPED
- ❖ To learn how to teach others back home
- ❖ How to monitor and manage the affairs of an organization
- ❖ To have a strong and disciplined leadership
- ❖ How a national coordinating body relates to Government and other national originations?

Mr. Matindike pointed out that the presented programme was intended to cover most of the aspects the participants had underlined in their expectations. He stressed that, throughout the workshop, each participant had to view oneself as a co-facilitator who knew something about the subject matter of the workshop more than the others at this workshop. For example, each branch representative would understand the nature of his or her branch with respect to its main features such as its objectives, structure, activities and challenges to the branch leadership.

### 3.3 Rules during the workshop

To guide the interaction during the workshop, the group decided to have the following rules: -

- ❖ Have a time keeper throughout the workshop
- ❖ Have a Discussion Moderator during plenary sessions
- ❖ Cells should be off or silent
- ❖ Respect views of others
- ❖ Raise your hand to speak
- ❖ Avoid unnecessary movement
- ❖ Speak aloud

At this point, Mr. Matindike presented the objectives of the workshop.

### 3.4 Objectives of the workshop

At the end of the workshop, participants are expected to be able to do the following: -

- a) Define an organisation
- b) Outline characteristics of an organisation
- c) Outline reasons why people start organisations
- d) Define strategic planning and strategic management
- e) Produce a strategic plan step by step
- f) Prepare an action plan
- g) Define and promote sustainability

## 4. SITUATIONAL ANALYSIS OF BOSPED AT NATIONAL AND BRANCH LEVELS

The data in this section is given in terms of what the workshop participants discussed as branches as well as what is provided for in the national constitution of BOSPED. According to the BOSPED Constitution, Article III on membership, BOSPED is a membership organisation for all people with disabilities, family members of people with disabilities and any other people who support subscribe to the philosophy of BOSPED with the hope (but no Constitutional guarantee is provided for) that the majority of the members and office bearers of the

organisation shall be people with disabilities. In fact, browsing through the BOSPED Constitution showed that there were several loopholes that would need attention at some point in order to protect the interest of the organisation as a whole.

#### 4.1 **Branch Reports**

##### 4.1.1 **Introduction**

The participants' situation of the organisation in small groups constituted as branches focussing on their objectives, structure, activities and challenges.

According to the presented group reports, it was quite apparent that the branches were not consistently active through regular meetings and group activities. Consequently, no branch could provide all the necessary information in terms of the given framework of objectives, structure, activities and challenges. However, the information supplied by all the six branches represented at the workshop is summarised below as a reflection of what was generally prevailing at the time of the workshop.

##### 4.1.2 **Objectives**

- a) To inform people with disabilities to accept their disabilities.
- b) To promote BOSPED as a national Umbrella Body coordinating all other DPOs in the country.
- c) To convince people with disabilities to join the organization so that they can speak out their problems with one voice.
- d) To teach people with disabilities about their rights.
- e) To have recreational facilities for people with disabilities
- f) To teach all people with disabilities that they should accept their disability status and start learning how to live an independent life by utilizing public facilities for self-help e.g. government fund for starting income generating at community level
- g) To stimulate young people to undertake income-generating projects as self-employment for alleviating poverty among the young people with disabilities.
- h) To make a contribution towards the fulfilment of the national vision 2016 as a way of empowering disabled people.
- i) To influence society at large in disability issues so that decision makers may improve services with disabled people in mind.

##### 4.1.3 **Activities**

- a) To fund raise through dinner dances and luncheon.
- b) To lobby for equal participation for people with disabilities.

- c) Recruit members through the media.

#### 4.1.4 Structure

All the branches had some structure except the branch in Francistown, which was relying on contact people with access to the BOSPED office.

A committee consisting of the following functionaries ran the affairs of a branch: -

- ❖ Chairperson
- ❖ Vice-Chairperson
- ❖ Secretary
- ❖ Vice-Secretary
- ❖ Treasurer
- ❖ Three Committee Members.

The same type of leadership did exist as sub-committees for youth and women.

#### 4.1.5 Challenges

- a) Financial constraints when it comes to implementing of planned income-generating projects.
- b) Lack of resources to assist children with disabilities (CWO) needing physiotherapy.
- c) How to access Botswana Government facilities exclusively for people with disabilities due to lack of skill to deal with paper work involved.

### 4.3 BOSPED Constitutional Provisions

#### 4.3.1 Objectives (extracted from Article 2 of the Constitution)

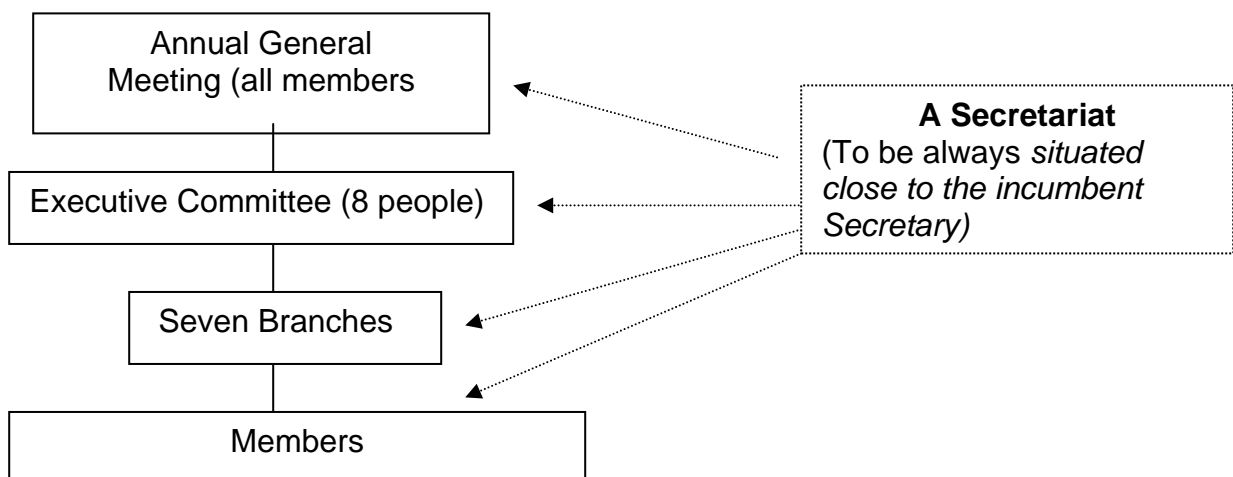
1. *To maintain and develop an effective and united movement in Botswana independent of any external or internal domination and dedicated to the task of promoting and protecting rights and interests of people with disabilities at all levels.*
2. *To become a united Society of people working towards maximizing their abilities and minimizing their disabilities and fostering the spirit of self-reliance and independent living.*
3. *To provide a system of advice, counselling, psychological support and encouragement to other people with disabilities.*

4. To advocate the Government that people with disabilities be given opportunities for education, vocational training, employment, job and career counselling and community based rehabilitation.
5. To advocate equality in jobs from Government and the private sector.
6. To develop and maintain cooperation with Government and with any organization or institution interested in the rehabilitation, planning and decision-making processes that affect the lives of people with disabilities.
7. To seek representation of people with disabilities in organizations those are working with disabled.
8. To provide a forum of exchange of information, and address in programme developments such as in employment, vocational training, transportation, education, housing and the provision of technical aids to share with international issues.
9. To educate the nation through conference or seminars and the dissemination of such literature as will assist in the attainment of this objective.
10. To engage networking economic national and international projects as are necessary for the benefit of people with disabilities in Botswana.
11. To represent the society in projects for empowerment
12. To promote generally the social, educational, cultural and economic life of all people with disabilities in Botswana.
13. Generally to do all lawful things as are incidental and conducive to the attainment of any of the above objects aforementioned.

#### 4.3.2 Structure (understood from Articles IV to IX)

Most of the functions of the office bearers are normally associated with a full-time secretariat of a DPO although Article IX close 5 says:  
*The Society may employ such staff as required to carry out the functions and aims of the society.*

Figure 4.1 shows the structure of BOSPED as provided for in the  
**Figure 4.1: BOSPED Organogram**



Constitution. At the time of the Workshop, there was no BOSPED Secretariat to talk about although the office was in Francistown, close to the home of the incumbent Secretariat of the organisation. The participants explained that the contracts of the former employees of BOSPED had to be terminated due to shortage of funding. The employees had failed to raise even money for their own salaries.

Although the workshop participants could not estimate the membership of the organisation, they pointed out that it was generally estimated that there were over 365 000 people with disabilities in Botswana.

The constitution also provided an opportunity for people with specific disabilities to form sub-committees that would look after their special interests. But at the time of the workshop, it was only pointed out that there were only sub-committees of youth and women in some branches.

#### 4.3.3 **Activities**

In the last few years, the organisation had been concentrating on issues relating to the following aspects of the people with disabilities:

- ❖ Poverty alleviation
- ❖ Advocacy and lobbying
- ❖ Parents of Children with disabilities
- ❖ Membership drive

#### 4.3.4 **Challenges**

The main challenge for the organisation at the national level had been how to raise funds and account for them without delay as required by donors, including Government funding through the Botswana Council for the Disabled (the channel of Botswana Government funds to DPOs).

On understanding of the operational situation of BOSPED and its branches, Mr. Mlotshwa presented a paper on barriers to equal participation in society. The paper is summarised in the next section.

### 5. **BARRIERS TO EQUAL PARTICIPATION – by Mr. Forward Mlotshwa**

The real problem of disability is not physical or mental impairments, but the ways in which society is constructed – in physical, institutional, and attitudinal terms – to

exclude disabled people, and to focus solely or mainly on meeting the needs and the rights of non-disabled people.

Disabled people encounter environmental barriers in the following areas:

Public transport	Housing
Public buildings	Roads
Pedestrianised streets	Leisure and recreation facilities
Offices and factories	Places of worship
Communications systems	Access to information

It is relatively easy, once alerted, to see the **environmental barriers** that disabled people face: inaccessible offices, shops, cinemas, toilets; inaccessible public transport; and poor signposting throughout. It is not easy to see how **communication systems** are disabling for a range of people, particularly those who are deaf, or hard of hearing, or who have impaired sight.

**Attitudinal barriers** are less obvious than environmental barriers, but they can create major problems for disabled people in their effort to lead ordinary lives. Disabled people are commonly and automatically assumed to fit into one or more of the following categories:

Incapable/inadequate	Marvellous/exceptional
Brave and courageous	Embittered, resentful
Tragic	In need of a cure
Aggressive	Inspirational
In need of charity	Of low intelligence
Smiling and cheerful in adversity	Needing 'special' services

These assumptions are damaging and offensive, because they represent unthinking value-judgements, which are based on negative generalisations.

At a deeper level, non-disabled people may respond with feelings that include fear, pity, repulsion, or a sense of superiority. Too often, literature, films, newspapers, and television re-inforce such assumptions and emotions. The use of negative language reflects and perpetuates prejudices, but disabled people are now setting the pace in rejecting terminology that they feel is offensive.

**Institutional barriers** also exclude or segregate disabled people from many areas of society. Key institutions (or systems) include:

The family	Religion
Education	Health services
Social services	The legal system
The class system	Employment
The political system	
Humanitarian and development agencies	

Many of the institutional barriers link directly to environmental and attitudinal barriers. But it is only by looking at institutions as a whole that we can identify the way in which these barriers interlock, and see the ways in which disabled people are segregated and disempowered.

For disabled people generally, the effects of exclusion from institutions such as education and training are cumulative. Segregated education makes fewer academic demands on pupils, and much smaller schools and classes expose them to a more limited range of cultural stimuli and experiences. The virtual exclusion of disabled people from teacher-training colleges also limits the numbers of qualified disabled teachers who are available as role models for disabled and non-disabled pupils in mainstream schools.

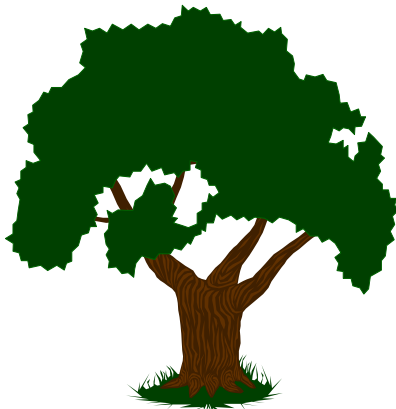
Families might be considered a barrier for three main reasons:

- They tend to over protect their disabled member and so prevent him/her from developing independence.
- They want to help but they lack information, or have the wrong information.
- They try to hide or get rid of their disabled relative

Some religions teach that disability is a punishment for sin, and therefore a source of shame, which leads to the exclusion of the disabled person, and sometimes his or her family, from community life.

Disabled people's lack of access to the political life of their community or nation means that they are excluded from the policy-making process. So important decisions are made without taking into account their existence, rights, wishes, and needs.

### **Problem-Tree Exercise**



- Note:
1. Roots are causes.
  2. Trunk is the statement of problem.
  3. Leaves are the consequences.

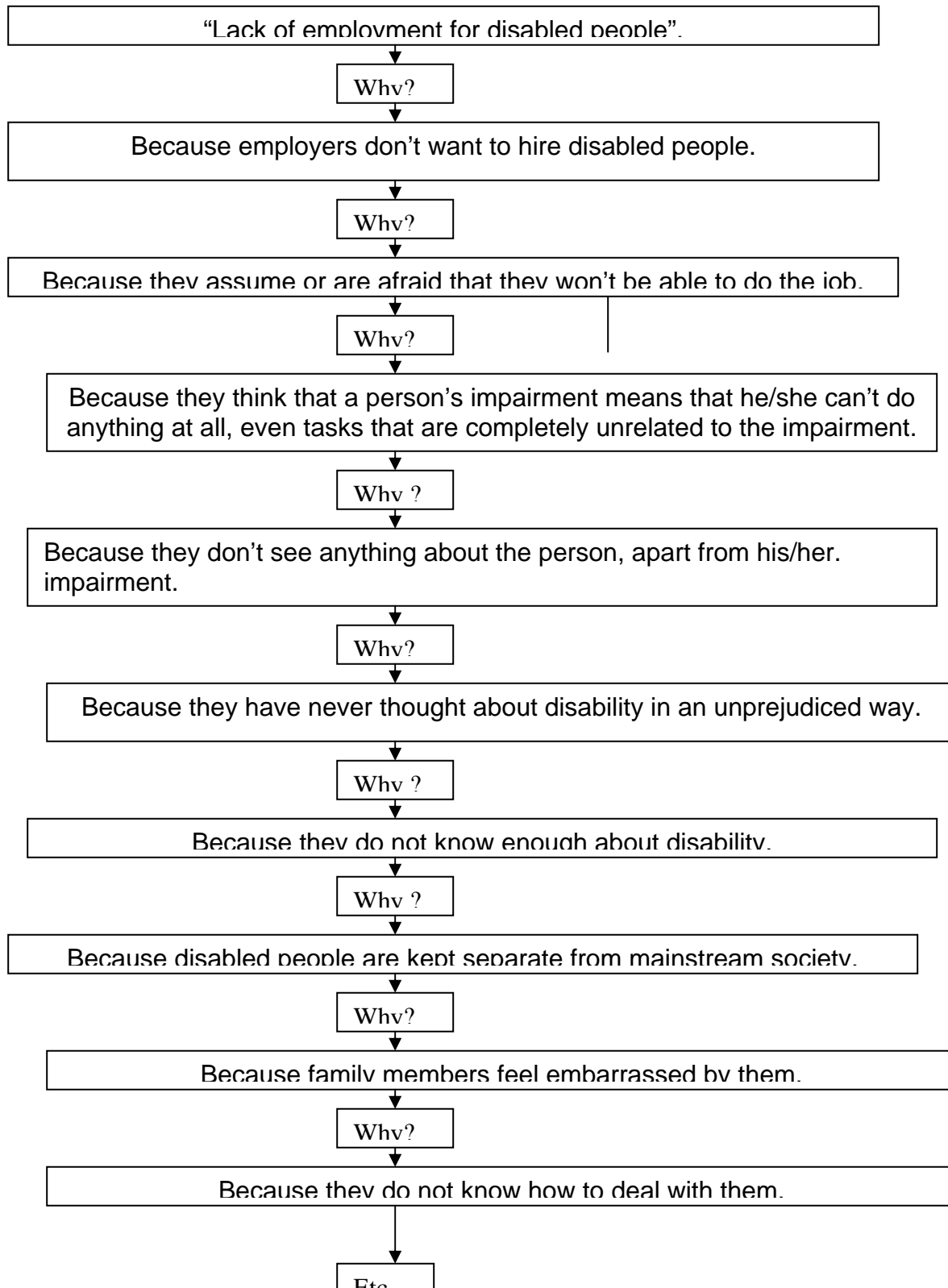
### **Consequences**

Unemployment can lead to dependence on others (e.g. state and family), and thus to:

- Poverty
- Low status in society

- Lack of friendship and communication
- Isolation
- Depression
- Loss of interest and involvement in life
- Inactivity
- Prejudices about disabled people.

### The Process of Getting to the root problem i.e. Statement Of Problem



## 6. WHAT IS DISABILITY?

Some of the participants were interested to know why there was general interest in disability issues. The facilitator pointed out that there were so many definitions of the term *disability*. The definitions were affected by cultural values and professional biases for or against disability. However, what was important was to look at disability in terms of social values such as inclusion, equality and equity in the context of promoting and protecting human rights of all the people including people with disabilities.

In most African cultures, disabled people were not necessarily respected as people. In fact, most families would hide their disabled members as unfortunate and embarrassing members whom they could not train for any job or task even within the home.

When we discuss disability issues, the concern is to either to improve the capacity of the disabled person to help him or her as well as adjusting the environment to ease the learning process of the interested people. This process also applied even to the able-bodied. But when a society is unable or unwilling to adjust the physical or social environment to suit a disabled person, society prefers to blame the disabled person rather than accepting responsibility to improve the situation physically or attitude-wise in terms of making adjustments to technology, housing, transport, education, health, etc. to suit the requirements of any disabled person. The main function of DPOs to help society, in general, to be accommodating to all problems associated with disability in the same manner society is prepared to face any challenges in life.

For people with disabilities to be influential, they organise themselves through DPOs such as Bosped. In this respect, it was necessary to have a look at what constituted an organisation for it to have some influence on society.

## 7. STRATEGIC PLANNING AND STRATEGIC MANAGEMENT

### 7.6 Some Definitions

#### 7.6.1 What is an organisation?

An organisation may be defined as the planned coordination of the activities of a number of people for the achievement of some common, explicit purpose or goal, through division of labour and function, and through a hierarchy of authority and responsibility.

### 7.6.2 What is planning?

The process of determining objectives and assessing the way these objectives can best be achieved.

### 7.6.3 What is strategic planning?

Strategic planning is a planning process of developing strategies and how to implement them. On the other hand strategic management is about managing an organization in a strategically oriented manner, keeping the overview and steering the organization in the right direction to achieve goals and objectives.

### 7.6.4 What is the purpose of planning?

- (a) To give direction
- (b) To reduce the impact of the change
- (c) To minimize waste and redundancy
- (d) To set standards to facilitate control

## 7.7 The Strategic Planning Process

Strategic Planning involves a number of steps namely vision, mission, goals and objectives, environmental analysis, formulation of a strategy, generic strategy and functional strategies, and action plans supported by a proposed budget (see Figure 8.1).

### 7.7.1 What is a vision?

A **vision or dream** is a long-term and more general idea of the organisation regarded as the ultimate goal ideal for an organisation for setting a mission.

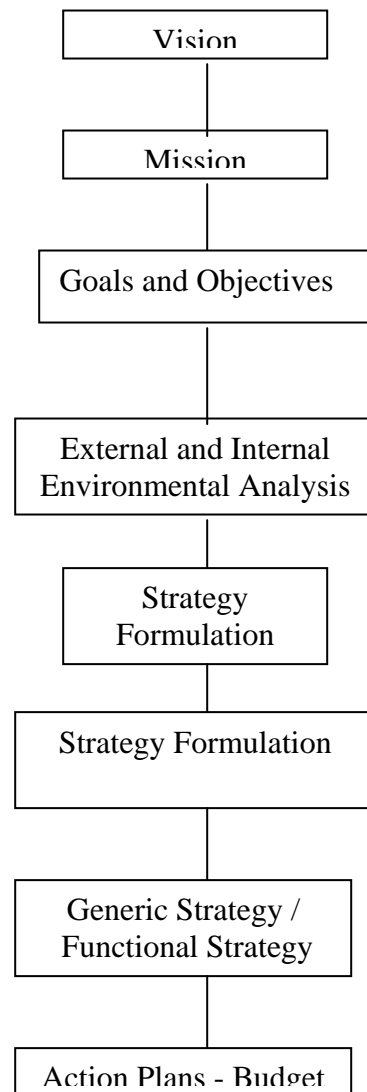
The content of a vision may be centred on any of the following aspects of the organisation: -

- ❖ What services the organization provides (socio-economic benefits, beneficiaries, or skills and knowledge)
- ❖ How things can be done better
- ❖ How it will go about the provision of the services as an organization
  - What is the organization's reason for existence
  - A state of being for the organisation in the long run

### 7.7.2 What is a mission?

A **mission** is a broad outline of the services offered by an organisation specifying the future direction of the organisation and what would be done to achieve the expected outcomes. On the basis of the mission, goals are set.

**Figure 8.1: Steps in Strategic Planning**



The choice of what to put into a mission may be based on the following aspects of an organisation: -

- ❖ The service you provide
- ❖ What needs you try to satisfy
- ❖ Which segment of the community is being targeted
- ❖ Which technology you will use
- ❖ Which functions you will perform to the target population
- ❖ The organisation's policy / practices

- ❖ What is the expected position of the organisation in the future

### **Note on vision and mission**

*A vision and a mission crystallize policymakers' own views about the Organisation's long-term direction and make up. Once the direction of the organisation for the long-term achievement is clear, the full-time employees would be also clear about their roles in getting to the destination already decided upon. Nobody would ask the purpose of the organisation. Everybody in the organisation would have to act in the interest of the future of the organisation.*

#### **7.7.3 What is a goal?**

A **goal** may be defined as an open-ended statement of planned accomplishments directly derived from the mission of an organisation. •

#### **7.7.4 What is an objective?**

An **objective** is a specific performance target or result to be achieved within a certain time frame. An objective converts the goal into a targeted result. An objective can be both long-term (approximately 3-4 years) and shorter term (1-2 years) in nature.

**Goals and objectives** may be based on the following aspects of an organisation

- ❖ Membership
- ❖ Quality of Members
- ❖ Benefits to beneficiaries
- ❖ Productivity
- ❖ Internal structuring
- ❖ Competitive position
- ❖ Physical and financial resources
- ❖ Employee development
- ❖ Employee relations
- ❖ Technology & innovation
- ❖ Public responsibility

### **Suggested steps in the formulation of goals and objectives**

**Step 1:** Identify areas where you would want to develop long-term goals. Link the identification of goal areas to your vision and mission so as to make the right selection.

**Step 2:** Consider what it is you want to achieve in the next 3-5 years within each area selected. Identify specific outcomes or results. Ensure they are in line with your vision and mission.

**Step 3:** Prepare the written objectives. Check the objectives with the SMART criteria. The acronym SMART stands for:

- ❖ *S*pecific
- ❖ *M*easurable
- ❖ *A*chievable
- ❖ *R*ealistic
- ❖ *T*imeframe for accomplishment•

#### 7.7.5 What is environmental analysis?

Environmental analysis by a DPO involves the following steps: -

- a) Identifying signals in the environment and react accordingly
- b) Identify what factors make a DPO successful in its work
- c) Seeking relevant information necessary for improving the organisation
- d) Assessing donors and their conditions and implications
- e) Assessing opportunities to take advantage of and threats to avoid
- f) Assessing strengths and weaknesses to better position the organisation
- g) Finding your 'strategic competitive advantage' or optimum match between your organisational strength and the opportunities in the disability movement

#### 7.7.6 What is strategy formulation?

In business, business people usually decide to provide what they are good at based on the competencies of the owners of the company that they believe would compete favourably with the others. However, founders of DPOs, knowing that there is always a need to provide any social service to people with disabilities, the formation of an organisation is often determined by resources available to the founders. The issues relating to competencies and sustainability would be seen in the future in terms of capacity building of the organisation.

#### 7.7.7 What are a generic strategy and a functional strategy?

The generic or general strategy is usually based on the type of disability to be catered for. The services provided would depend on the services available to the organisation. A functional strategy relates to how the DPO would handle issues relating to the mobilization of members, employment of workers, and raising of funds. Strategies relating to these issues tend to be taken for granted in DPOs.

### 7.2.8 What is a competitive strategy?

Participants recognised that there was so much competition for members and funding within the disability movement. This was described as unhealthy. The intention was to work in harmony through a national coordinating body, a role that had been shared between BOSPED and the Botswana Council for the Disabled. On the ground there was serious need for establishing a coordinating umbrella organisation for DPOs in Botswana.

Positive competition within the disability movement was described as the determination of all DPOs to provide goods and services to the best of their ability in consultation with one another through a coordination body to be formed in the future with the assistance of BOSPED.

### 7.7.9 What is an action plan?

For each objective to be fulfilled there must be some action to be undertaken in a given time by specific people who have to achieve what is expected of the activity in a given time.

## 7.8 Recommended Activities Of BOSPED For The Next Three Years: 2006 – 2008

The participants were asked to express what they expected BOSPED to do in the next three years starting from 2006. The following was what the participants submitted as what BOSPED had to do during the period 2006 – 2008: -

- ❖ Grow big
- ❖ Get known by Government to get necessary financial support
- ❖ Give suitable support to disabled people
- ❖ People with disabilities to be respected
- ❖ People with disabilities have leadership opportunities in society
- ❖ Empower People with disabilities to care for themselves
- ❖ Have many members
- ❖ Have accessible buildings in the country.
- ❖ Provide vocational schools to Children with disabilities
- ❖ Be recognized as a national Umbrella of DPOs in Botswana
- ❖ Achieve its objectives
- ❖ Maintain its leadership position in the Disability Movement,
- ❖ Collaborate with other DPOs
- ❖ Have an umbrella body with high membership
- ❖ Achieve goals and objectives e.g. poverty alleviation Women to speak up about their rights
- ❖ Youth to have done a lot about Vision 2016 and HIV and Aids

- ❖ Be present in every village
- ❖ Have strong leaders
- ❖ People with disabilities have representatives in Parliament
- ❖ Have funds for small DPOs
- ❖ People with disabilities to speak up with public recognition
- ❖ Have a national platform for DPOs
- ❖ Provide more services to people with disabilities who are on the increase
- ❖ Challenge Government provisions for people with disabilities whenever necessary
- ❖ Create a better environment for people with disabilities in the future
- ❖ Maintain sustainable coordination
- ❖ Integrate all people with disabilities for recognition at all levels
- ❖ Fulfil objectives and aims professionally
- ❖ Advocate for equal opportunities in employment
- ❖ Create awareness for people with disabilities to access Government facilities for empowerment of people with disabilities
- ❖ People with disabilities in hiding to be released to enjoy facilities meant for them
- ❖ Have good leaders with the grace of God.
- ❖ People with disabilities to accept themselves
- ❖ Have ways of helping children with disabilities in Mahalapye
- ❖ Introduce recreational facilities for the youth

#### 7.9 **Recommended role of a new umbrella body for DPOs**

- a) Have relevant programmes for inclusion
- c) Have the capacity to monitor other DPOs
- d) Introduce poverty alleviation programs
- e) Mainstreaming activities on disability e.g. Sports
- f) Mobilize financial support for people with disabilities

#### 7.10 **Which DPOs were recommended for forming an umbrella body for DPOs in Botswana?**

- a) BOSPED
- b) BASPaA
- c) Deaf Association
- d) Central Association of the Blind and Disabled
- e) Down Syndrome
- g) Parents Association
- h) Gaborone Group

## **8. THE STRATEGIC PLAN FOR BOSPED**

### **8.1 Introduction**

The information in this section of the report is summary of what BOSPED had already prepared at a workshop that was meant for preparing a strategic plan for the organisation with the assistance of a consultancy company.

The plan is re-written taking into account the ideas coming from the current workshop.

## 8.2 **Vision**

Just, participatory, empowered and sustainable living for disabled people.

## 8.3 **Mission**

To improve lives of disabled people through capacity building, awareness raising, advocacy and development programmes.

## 8.4 **Objectives**

The objectives of the BOSPED plan are on Appendix 3, which is a tabulation of objectives, planned activities for the period 2006 – 2008 to be performed by the different segments of the organisation. Appendix 3 shows by when the activities are supposed to be finished and the expected results as indicators of success.

The plan only shows the type of resources required without working out the financial values, which are supposed to be specifically worked out by the BOSPED Executive Committee as soon as they get the report.

Once the plan of action is ready within the context of a chosen strategy, the organisation may be able to do the following: -

- a) Avoid being a victim of environmental events by responding the changing environment accordingly;
- b) Review strategy process consistency,
- c) review strategy with objectives;
- d) Achieve objective according to the chosen strategy;
- e) Implement the plan of action

## 8.5 **Sustainability Factors**

During the workshop, participants recognized the following factors as critical factors for a DPO to become sustainable: -

- a) Reliable source of funding
- b) Good governance
- c) Professional staff
- d) Enabling environment (both internal and external)

## 9. CLOSING OF THE WORKSHOP

The Chairperson, Mr. W. Chimidza, thanked all the workshop participants, SAFOD and the facilitators for making the workshop a success. He hoped that the participants were going to implement the plan of action that was going to be finalised by Mr. Matindike in his report of the workshop. He expected SAFOD to play an important role in providing assistance in further capacity building, follow-up of the ideas on the umbrella body for DPOs as well as fund raising. With these words he declared the workshop officially closed at 1750 on the third day.

## APPENDICES

### APPENDIX 1: TIMETABLE FOR THE WORKSHOP

<b>Day One</b>	<b>Activity</b>	<b>Presenter</b>
0830 – 0845	Introduction and self-Introductions	Convener and all Participants
0845 – 0915	Official Opening	SAFOD Representative
0915 – 0920	Programme outline	Consultant
0920 – 0950	Course expectations	Consultant
0950 – 0955	Course objectives	Consultant
0955 – 1000	Overview of the Workshop	Consultant
1000 – 1030	<b>Tea Break</b>	
1030 – 1130	Organisational Profiles of organisations present	All Representatives of organisations at the workshop
1130 – 1200	Questions and Discussions on Organisational Profiles	All participants
1200 – 1300	What is an organisation	Consultant
1300 – 1400	<b>Lunch Break</b>	
1400 – 1500	Why People start organisations	Group Discussions
1500 – 1530	<b>Tea Break</b>	
1530 – 1630	Group Reports	Plenary
<b>1630</b>	<b>END OF DAY ONE</b>	
<b>DAY TWO</b>	<b>ACTIVITY</b>	<b>PRESENTER</b>
<b>0830 – 0900</b>	<b>Summary of the previous day</b>	<b>Three participants</b>
0900 – 1000	Vision, Mission, Goals, and Objectives	Consultant
1000 – 1030	<b>TEA BREAK</b>	
1030 – 1130	Vision, Mission, Goals, and Objectives (continued)	Consultant
1130 – 1230	Vision, Mission, Goals & Objectives	Group Discussion
1230 – 1300	Group Reports	Group Representatives
1300 – 1400	<b>LUNCH</b>	
1400 – 1500	Environmental Analysis	Consultant
1500 – 1530	<b>TEA BREAK</b>	
1530 – 1630	Environmental Analysis (continued)	Group Discussions

<b>END OF DAY TWO</b>		
<b>DAY THREE</b>	<b>ACTIVITY</b>	<b>PRESENTER</b>
0800 – 0845	Review on previous day proceedings	Five participants
0845 – 0915	Group Reports	Group Representatives
0915 – 1000	Formulating a competitive strategy	Consultant
1000 – 1030	<b>TEA BREAK</b>	
1030 - 1130	Formulating a competitive strategy (continued)	Consultant
1130 – 1230	Formulating a competitive strategy (continued)	Group Discussions
1230 – 1300	Group Reports	Group Representatives
1300 – 1400	<b>LUNCH</b>	
1400 – 1415	From Strategy to Implementation	Consultant
1415 – 1500	Developing Strategic Growth Plan	Group Discussions
1500 – 1530	<b>TEA BREAK</b>	
1530 – 1600	Group Reports	Group Representatives
1600 – 1630	Closing Session	Convener
<b>END OF DAY THREE</b>		

#### **APPENDIX 2: LIST OF PARTICIPANTS**

<b>NAME</b>	<b>ADDRESS/E-mail</b>	<b>ORGANISATION</b>	<b>POSITION AT BRANCH LEVEL</b>
Wabotlhe Chimidza			Chairperson of the BOSPED National Executive Committee
Stephen Moreki,	Bd Bag 9002, Mahalapye. Tel. 71200954	Ministry of Health	Rehabilitation Officer
Bontle Keitseope	P. Box 229, Mahalapye. Tel. 72968655	Botswana National Youth Council	Member
Kelengantse Motlamme	Box 715, Francistown Tel. 71913409	PASSOB	Vice-President
Lesogo Moapare	Box 56, Charleshill	BOSPED	Member
Tiroyaone M Basenyapelo	Box M1022, Kanye Tel. 5442146	BOSPED	Secretary
Sebulelo Lesotlo	Box 317, Ganzi Tel. 72637684	BOSPED, Ganzi	Member
Justice Morowa	Box P.Bag 0015, Ganzi Tel. 72942181	BOSPED, Ganzi	Member
Dikaelo M Serigi	Box 25, Maun Tel. 71784889	BOSPED, Maun	Member
Keoagile Tsholofelo	P. Bag 20, Palapye	BOSPED, Palapye	Member
Emmanuel Mathambo	Box 15, Sebina Tel. 71501163	BOSPED, Tutume	Chairperson
Isaacs O Nkganetsana	Box 10416, Kanye Tel. 71645044	BOSPED, Kanye	Chairperson
Thato Sethlare	Box 202, Mahalapye	BOSPED, Mahalapye	Member

	Tel. 544318486		
Neo Tshekiso	Box 134, Sebina Tel. 72374160	BOSPED, Sebina	Vice Secretary
Maggie Nnepi	Box 15, Sebina 717733	BOSPED, Tutume	Member
Keletshabe Gabathokwe	Box 92, Mahalapye Tel. 4713990	BOSPED, Modula Selelo	Member
Kgalalelo Kelosiwanga	Box M40, Kanye, Cell: 72697265	BOSPED, Kanye	Member
Tlameo Sehikla	P.O. Box M1322, Kanye	BOSPED, Kanye	Member
Obopilwe mosumane	Box M 22, Kanye	BOSPED, Kanye	Vice- Chairperson
Lucky Senamo	Box 3431, Francistown Tel. 71527073	BOSPED, Franstown	Member
Kgopodiso Koontse	Box 10191, Francistown 71527073 or 71739085	BOSPED, Francistown	Committee Member
Thato Christ Manisa	Box 11494, Tati Town Tel. 72391643	BOSPED, Tutume	Member
Baagi Badubi	Box 60, Maunatlala	BOSPED, Maunatlala	Member