

Strategic Plan 2007 – 2012

Botswana Network on Ethics, Law and HIV/AIDS

BONELA



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Network on
Ethics, Law
and HIV/AIDS

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Background

Human Rights –Beyond the Rhetoric

Since its formal registration in early 2002, BONELA has grown into a strong and highly recognized voice in the fight against the HIV and AIDS pandemic in Botswana. The organization did this with the support of various stakeholders, including networking partners, donors, the media and individuals. BONELA is a network of concerned individuals, groups and organisations interested in protecting and promoting the rights of people infected and affected by HIV and AIDS. Members include individuals from the legal fraternity, community-based organisations, public and private sectors, academics, concerned individuals and people living with HIV and AIDS.

BONELA embraces the values aspired to by the nation as envisioned in National Vision 2016. At the centre of its work, BONELA advocates for the integration of the concept of 'Botho' (human-ness) – the main pillar of human rights - into all spheres in the response to and fight against HIV and AIDS. The main focus is to guarantee and protect people's dignity. In addition to 'Botho', BONELA values social justice and community empowerment.

The organisation has grown significantly over the years in both staff and scope. Currently, BONELA is running programmes in eight different areas. These are:

- i) Research – applied research on HIV and AIDS and human rights to enable evidence based critical analysis and advocacy;
- ii) Training – conducting awareness raising workshops on human rights and HIV and AIDS for people living with HIV and AIDS, health care workers, government departments and communities;
- iii) Education – giving presentations on human rights and HIV and AIDS to various groups and stakeholders, and
- iv) Legal Aid – BONELA offers free legal services, ranging from legal literacy workshops to free legal advice, mediation and litigation in some instances;
- v) Treatment Literacy – the organisation conducts training on the science of HIV and AIDS

- vi) Media – to avail, report and disseminate BONELA's work to the general public through the production of Information, Education and Communication (IEC) materials and media appearances on radio, newspapers and television;
- vii) NAC Sector on Ethics, Law and Human Rights – BONELA is the secretariat for the sector which reviews current legislation and tries to mainstream human rights into the national response to HIV and AIDS; and
- viii) Advocacy – BONELA advocates for and defends the rights of people living with HIV and AIDS.

BONELA's future lies in 'making human rights a reality in the fight against the HIV and AIDS pandemic in Botswana'. This will be achieved through programmes and activities geared at promoting a just and enabling environment for people affected by HIV and AIDS.

Undertaking human rights advocacy in a constantly changing socio-political environment requires BONELA to be flexible and focused in its many community interventions. This monumental responsibility requires for staff, members and partners to pause and think strategically about the future. This strategic plan is the result of such thinking, and it serves as a road map guiding BONELA in its work for the next five years.



Preamble from the Board Chairperson

BONELA's vision of 'making Human Rights a reality in the response to the HIV and AIDS pandemic in Botswana' can only be achieved if everyone in the community joins hands and plays their part. This is because Human Rights should be integrated into every action (including purposeful inaction) by all people and all social institutions.

Advocating for the inclusion of a human rights approach to all social policies, requires a careful and purposeful balancing act that allows BONELA to continue providing a critical voice in the HIV policy arena while at the same time working jointly with government and private institutions to provide meaningful services to people affected by HIV and AIDS.

This Strategic Plan not only articulates our vision for the next five years, it is itself the key to facilitating the achievement of our vision. We hope all who appreciate the integral value rights-based approaches play will embrace it.



Foreword by Director

I am excited to present BONELA's Strategic Plan, which is designed to guide our future direction by providing the strategic context within which programme and/or project planning will take place in the future.

The Plan has identified three strategic themes which map the way in which our bold vision of 'Making Human Rights a reality in the response to the HIV and AIDS Pandemic in Botswana' will be realised. Within these themes a total of 11 strategic objectives have been defined, accompanied by strategic initiatives, measures, and targets.

The Plan is a living document and it will be closely monitored by the BONELA Board and Management to ensure that it is effective in guiding us to attain the results we have set for ourselves to achieve under each thematic area.

Every aspect of the work of BONELA is inspired by a passionate commitment to meeting the needs of our constituents, and in particular, people living with or affected by HIV and AIDS. By all our action, we seek to serve the diverse communities of Botswana in a transparent, consultative and accountable manner.

This in turn, means that our staff must be given the competencies and tools they need to accomplish the desired results to integrate a human rights approach meaningfully into all aspects of HIV work.

Sharing our ideas with key partners and working together with them, the strategic plan is the road map guiding the way we work to produce higher quality results and ultimately enhance the human environment to be enjoyed by all regardless of social, economic, gender or health status.



Introduction

This is the first strategic plan to be developed and launched by BONELA to guide its work over the next five years. By adopting the plan, BONELA is demonstrating its commitment to contributing to a landscape where the human rights of people living with or affected by HIV and AIDS are not trampled on. The Network drew up the strategic plan after analysing its performance over the past years since being established to identify key challenges. The analysis of BONELA's performance also covered the external context within which it operated. The strategic plan, thus, provides a platform for the Network to strengthen its focus on its mandate, thereby becoming more strategy focussed.

Scope of the Plan

The strategic plan reflects the scope of BONELA's mandate as outlined in its founding documents, including the Articles of Association. It recognises the nature of BONELA as a Network, and essentially, a stakeholder organisation.

Guided by the need to foster alignment, the plan clearly outlines the link between the purpose of BONELA and the long term, medium term and short term objectives.

Plan Lifecycle

This strategic plan covers a five year time frame beginning 2007 up to 2012. During this period, BONELA will seek to realise its vision and attain its mission by pursuing strategic objectives under three thematic areas. In order to achieve the five year strategic objectives, BONELA has set one year targets and defined the strategic initiatives to be implemented to achieve the long term objectives.

Following the definition of strategic objectives emanating from the strategic challenges in BONELA's internal and external environment, the plan was formulated in accordance with the Balanced Scorecard framework. This was intended to link the long term objectives with the operational activities undertaken by BONELA. It should be noted that the strategic initiatives identified in the plan may be refined as new challenges emerge or different needs are identified. The initiatives are placed in order of priority to guide resource allocation.



Strategic Direction

Vision Statement

- Making human rights a reality in the response to the HIV and AIDS pandemic in Botswana.

Mission Statement

- BONELA promotes a just and inclusive environment for people affected by HIV and AIDS through education, legal assistance, research and advocacy.

Values

- *Botho*

We believe that our existence is inextricably interlinked with that of the community and that our work should reflect the human values of our community.

- *Social Justice and Community Empowerment*

We believe in the inherent worth of each person, our mutual interdependency, and the need to create a world in which each person has the opportunity to live their full life.

- *Networking and Partnership*

BONELA is a 'Network' organisation providing a formal structure for different individuals and groups to cooperate in advancing the cause of human rights for people affected by HIV and AIDS. We are partners with our clients and stakeholders for mutual benefit.

Strategy Context

Situation Overview

The strategy for BONELA has been defined in the context of the key challenges faced by people affected by HIV and AIDS as the country grapples with the HIV and AIDS pandemic. Some of key challenges are about BONELA itself and the capacity it possesses to pursue its purpose, whilst others are about both positive and negative forces in the political, legal, socio-cultural, economic and technological landscape.

BONELA operates in a rapidly changing environment, and as a human rights organisation, it has to understand the implications of the changes on its operations. Understanding the context within which it operates promotes human rights and this is fundamental to making choices that will help BONELA to forge its future direction and character.

Whilst by its nature BONELA has to react to situations where there is actual or potential infringement to the dignity, freedoms and life of those affected by HIV and AIDS, BONELA has decided to be intensively proactive. That is, it should understand the forces at play within the environment in order to sharpen its contribution to the national response to the HIV and AIDS epidemic. Its role is to champion the integration of the human rights dimension to all interventions deployed by all sectors of the economy.

BONELA recognises the importance of building a prosperous nation and this rests on an inclusive society that is bound together by a culture where human rights are at the core of development.

Since it was founded, BONELA has grown exponentially both in terms of programme capacity and human capital. This created new challenges which coupled with lack of a formal strategic plan, added impetus to need for BONELA to develop a strategic plan to guide its future operations. The Network could no longer afford to be programme oriented if it was to consolidate and expand its past success.

SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats conducted by BONELA prior to the current review and supplemented by the analysis conducted by Global Consult revealed the following general facts:

i. Strengths

- BONELA is a well established, reputable and leading organisation that is able to attract donors;
- BONELA is a national network and has diverse and committed members;
- BONELA communicates and advocates effectively, and
- It has a committed and motivated Board, management and staff

ii. Weaknesses

- Project overlaps;
- BONELA is dependent on funders;
- Limited human capital capacity;
- Experiences challenges with regards to its strategic focus;
- Limited networking with other organisations;
- Weak networking with membership, and
- Lack of high level political sponsorship

iii. Opportunities

- Availability of willing donors;
- Attractiveness of Human Rights causes;
- Growing awareness of rights, and
- Support and commitment of diverse stakeholders

iv. Threats

- Weak civil society coordination resulting in weak partnerships, overlapping mandates, and competition for funding;
- Political sensitivities, and
- Cultural sensitivities

Strategic Themes

The three strategic themes identified by BONELA as the major areas of focus for its performance represent the 'mission critical' areas that it must excel in to 'make human rights a reality in the national response to HIV and AIDS.' They are our pillars of excellence enabling us to create value for our key stakeholders, thereby leading us to succeed in living our values, achieving our mission and realising our vision.

- **Empowerment of People Affected by HIV and AIDS**

People affected by HIV and AIDS experience marginalisation as they are exposed to discrimination and stigmatisation, thus preventing them from fully participating in or enjoying life. BONELA seeks to provide an enabling environment in which people affected by HIV and AIDS do not experience discrimination, marginalisation or stigmatisation which prevent them from fully participating in all spheres of society or to attain the highest quality of life.

- **Advocacy Excellence**

BONELA seeks to amplify the voices of those whose rights may be or are violated because they are affected by the HIV and AIDS pandemic. Our work should result in progressive reform of public policy and law and in the attainment of justice.

- **Strong Networks and Partnerships**

BONELA seeks to continuously forge partnerships with institutions, people and communities in order to create a formidable force championing human rights and acting against the social exclusion of those affected by HIV and AIDS.

BONELA Strategic Management House

- **Vision:** Making Human Rights a reality in the response to the HIV and AIDS pandemic in Botswana.
- **Mission:** BONELA promotes a just and inclusive environment for people affected by HIV and AIDS through education, legal assistance, research and advocacy.
- **Values:** Botho; Social Justice and community empowerment: networking and partnership

**Empowered
People**

**Enabling
Environment**

**Partnerships for
Human Rights**

**Customer/
Stakeholder**

**Internal
Processes**

**Learning &
Innovation**

**Financial
Stewardship**

Empowerment

Advocacy Excellence

Strong Network and Partnerships

**Engaged Board & Management:
Interactive Communications**

Strategic Objectives

Strategic Objectives are the main components of BONELA's strategy and constitute the detailed game plans that describe the focus for the interventions required to accomplish strategic results as captured in the strategic themes. The objectives are future oriented destinations for the next five years representing the focus of continual performance improvement for BONELA.

The strategic objectives enable BONELA to focus its performance on addressing key issues affecting the delivery of its mandate and to monitor and measure its outputs and outcomes. They also facilitate the definition of the strategic programmes and projects as well as the specific route or action steps to be followed to reach the intended destination.

Below each strategic objective is a statement giving the context of the objective and explaining the strategic issues that need to be addressed in order for BONELA to achieve strategic results.

Objective 1: *To expand community involvement in the promotion of a human rights approach to responding to the HIV and AIDS pandemic*

Success in promoting the integration of the principles and standards of international human rights into the national response to HIV and AIDS is central to ensuring robust and sustainable effectiveness. BONELA seeks to involve individuals and groups in speaking out in one voice against any actual or potential violation of the rights of those affected by HIV and AIDS.

Objective 2: *To build the critical mass of people defending the human rights of those affected by HIV and AIDS*

The promotion and protection of human rights requires tireless effort and passionate leadership to sustain momentum. Through mobilisation of people from knowledge into action, BONELA strives to keep the fire burning and ensure that the human rights dimension in the national response stays alive.

Objective 3: *To forge new and strengthen existing partnerships against the discrimination and/or stigmatisation of people affected by HIV and AIDS*

BONELA recognises that an effective response to the HIV and AIDS pandemic requires a cross-sectoral approach that encourages the contribution of all individuals, organisations and institutions. We are committed to working together with partners

to advance the cause of human rights for all, especially for those affected by HIV and AIDS. Thus, we seek to strengthen our existing partnerships. We also seek to mobilise new partners to reinforce the existing ones to ensure that human rights remain at the top of the agenda in the response to HIV and AIDS.

Objective 4: *To strengthen the integration of human rights into development of policy and programmes in the national response to HIV and AIDS.*

BONELA is committed to ensuring that Botswana integrates human rights into the national response to HIV and AIDS, which ensures a coordinated, participatory, transparent and accountable approach to integrating human rights into policy and programmes across all sectors of the economy. This is in line with the Guidelines of the National Strategic Framework on HIV and AIDS in Botswana.

Objective 5: *To improve BONELA's strategic focus*

BONELA's impact in the national response to HIV and AIDS is dependent upon its maintaining focus on human rights advocacy as its unique contribution and avoiding duplicating the efforts of other players. Without strategic focus, BONELA would run the risk of wasting resources without creating any value for those whose rights it was established to promote.

Objective 6: *To develop innovative communication practices*

By its nature, advocacy work depends on effective communication to mobilise individuals and groups to support a cause. We therefore seek to develop innovative communication practices that ensure the promotion, protection and fulfilment of the human rights of those living with or affected by HIV and AIDS.

Objective 7: *To build employee strategic and operational competencies*

BONELA has been undergoing gradual growth both in terms of the programmes it executes and the employees it has engaged. Achieving high level performance is dependent on the knowledge, skills and values of its human capital. BONELA will invest in building those skills that are required to ensure performance excellence.

Objective 8: *To cultivate programme management capacity*

BONELA executes its mandate through different programmes and projects. It is critical that BONELA has the capacity to effectively manage programmes and projects so that they achieve high quality results within time and budget.

Objective 9: *To build an accountability culture*

BONELA is obliged to provide proof that the resources it receives are used to pursue activities that are consistent with its mission. Its leadership must ensure that all employees perform to an acceptable level and achieve agreed targets.

Objective 10: *To build a broad and sustainable financial resources base*

BONELA's sustainability depends on the goodwill of the donor community who provide it with the resources to perform its duties. It is critical to ensure that BONELA has a diversified financial resource base for its core activities to minimise its vulnerability in the event that a current donor withdraws its support for what ever reasons.

BONELA Strategy Map

After defining the strategic objectives BONELA developed its strategy map to show how the objectives related to each other across the different perspectives according to the Balanced Scorecard Strategic performance management framework.

The map graphically illustrates that BONELA rests on a foundation of donor support and that if it strengthens that foundation and improves its capacity to become a high performance organisation using efficient processes, it will be able to produce results that meet the expectations of its key stakeholders. In other words, the map shows how BONELA creates value to achieve advocacy and excellence, deliver empowerment to those affected by HIV and AIDS and forge stronger partnerships between people and institutions responding to the pandemic.

According to the strategy map, BONELA's strategic results (empowered people, enabling environment and strong partnerships) are produced if BONELA expands community involvement, builds a critical mass, forges new partnerships and strengthens existing partnerships as well as the integration of human rights in development. For all these to be achieved, BONELA has to excel in the way it communicates and maintain focus on its long term strategy which can be fostered by a strong BONELA with capable employees, able to manage effective programmes and work in a culture that promotes accountability. BONELA's ability to attract donor funding is the bedrock of its existence and value creation.

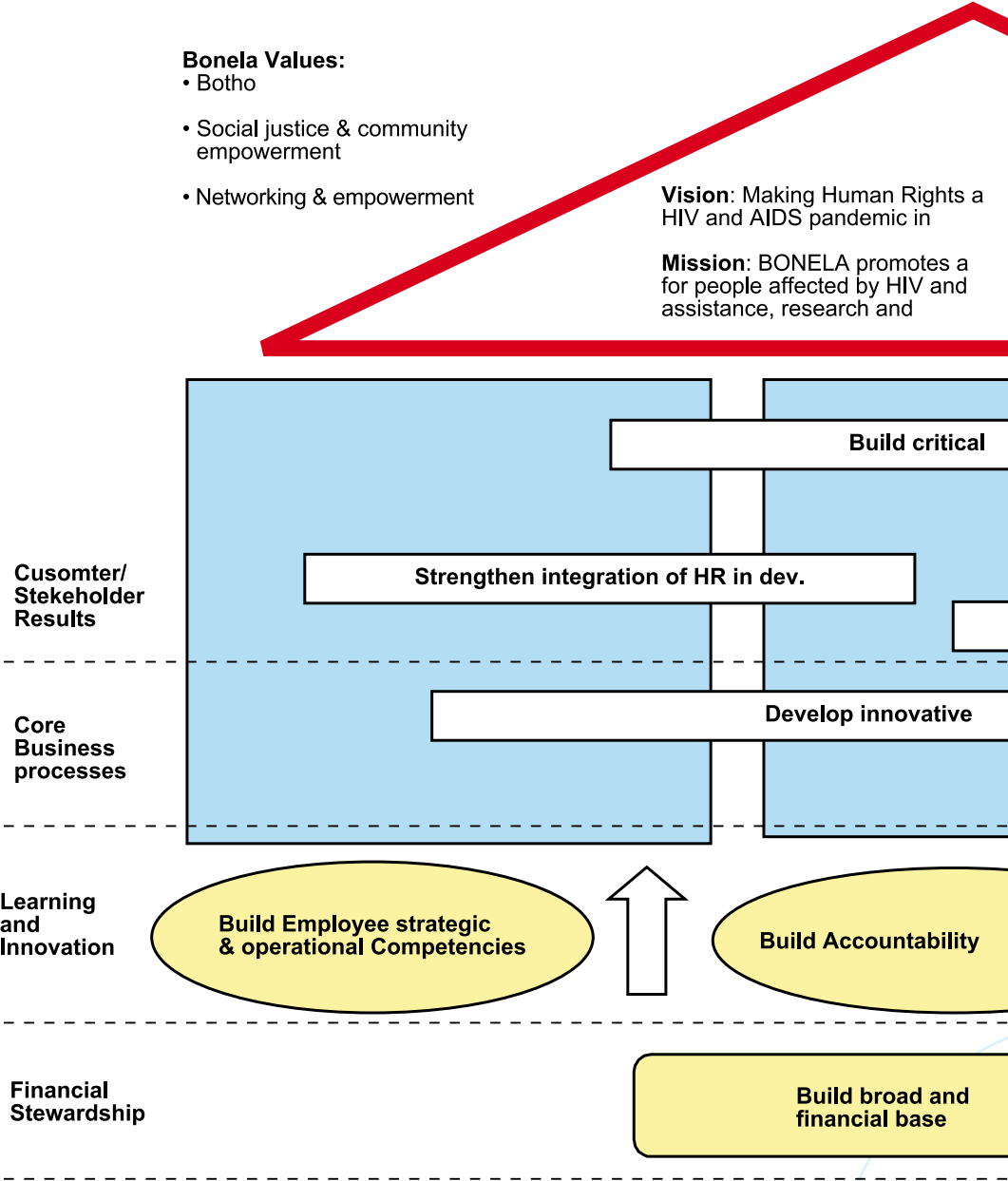
BONELA Strategy Map

Bonela Values:

- Botho
- Social justice & community empowerment
- Networking & empowerment

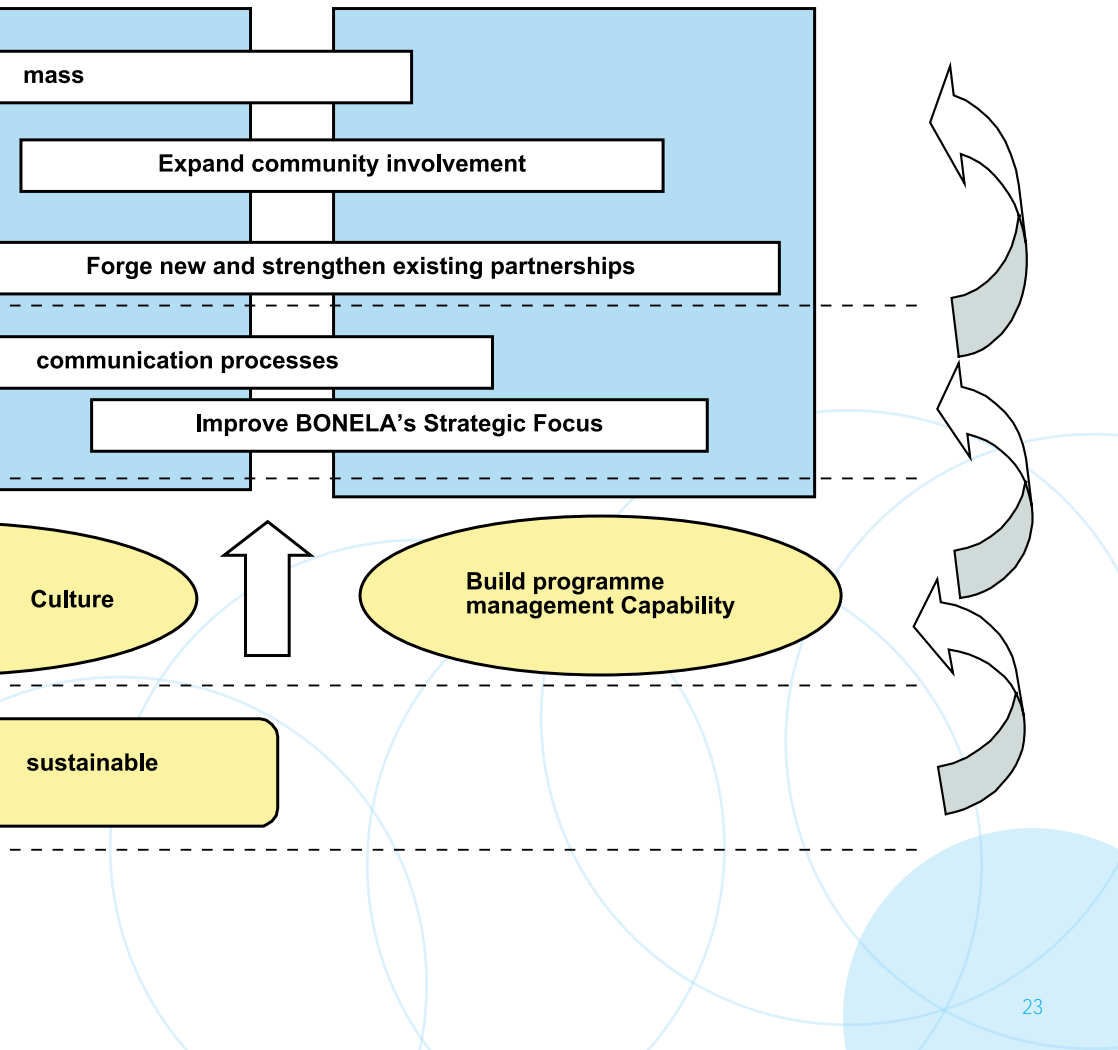
Vision: Making Human Rights a HIV and AIDS pandemic in

Mission: BONELA promotes a for people affected by HIV and assistance, research and



reality in the response to he
Botswana.

just and inclusive environment
AIDS through education, legal
advocacy.



Balanced Scorecard

Theme 1: Empowerment of People Affected by HIV and AIDS

Strategy Map	Strategic Objective	Measure
	Expand community involvement	# sustainable community activities
	Strengthen integration of human rights in development	# of policies and programmes reflecting HR dimension
	Develop innovative communication practices	% increase in awareness levels of HR and HIV and AIDS
	Improve BONELA's strategic focus	% variation from BONELA strategic objectives
	Build employee strategic and operational competencies	% increase in competency coverage
	Cultivate programme management capacity	% increase in projects meeting specifications & delivered within time and budget
	Build an accountability culture	% adherence to performance standards and targets
	Build broad & sustainable financial resource base	% donor support for strategic plan

	Target	Strategic Initiatives
	5% above baseline	Baseline Study Intensified training and sensitization Develop communication strategy
	2 public policies or laws or programmes per year 5 policies or programmes for private organisations 5 policies and programmes for NGOs	Baseline Study Increase outreach activities Review existing policies Develop model policies, laws and programmes Annual policy reform campaign Human rights training Lobby for creation of structures to monitor policy implementation
	5 percent above baseline	Baseline Study Develop communication strategy Establish annual strategic think tank (forum)
	0 variation	Alignment of project plan to strategic objectives Develop project management guidelines Quarterly & annual project evaluation meetings
	10 % above baseline	Baseline Competency Audit Plan and implement competency development
	20 % above baseline	Baseline Study Competency audit Project Management Skills development Report writing
	90 % adherence	Introduce annual performance contracts Implement performance management based on balanced scorecard
	80 % financial support linked to strategic plan	Strategic fundraising

Theme 2: Advocacy Excellence

Strategy Map	Strategic Objective	Measure
	Build critical mass for sustained advocacy	% increase in HR & HIV & AIDS critical consciousness
	Strengthen integration of human rights in development	# of policies and programmes reflecting HR dimension
	Develop innovative communication practices	% increase in awareness levels of HR and HIV and AIDS
	Improve monitoring and evaluation system	% target achievement
	Build employee strategic and operational competencies	% increase in competency coverage
	Cultivate programme management capacity	% increase in projects meeting specifications & delivered within time and budget
	Build an accountability culture	% adherence to performance standards and targets
	Build broad & sustainable financial resource base	% donor support for strategic plan

	Target	Strategic Initiatives
	20 % above baseline	Baseline Study Training of stakeholders according to need Intensified media campaign Monitoring and evaluation
	2 public policies or programmes per year 5 policies or programmes for private organisations 5 policies and programmes for NGOs	Baseline Study Increase outreach activities Review existing policies Develop model policies and programmes Annual policy reform campaign Human rights training Lobby for creation of structures to monitor policy implementation
	5 percent above baseline	Baseline Study Develop communication strategy Establish annual strategic think tank (forum)
	90 percent	Develop monitoring and evaluation framework
	10 % above baseline	Baseline Competency Audit Plan and implement competency development
	20 % above baseline	Baseline Study Competency audit Project Management Skills development Report writing
	90 % adherence	Introduce annual performance contracts Implement performance management based on balanced scorecard
	80 % financial support linked to strategic plan	Strategic fundraising

Theme 3: Strong Network and Partnerships

Strategy Map	Strategic Objective	Measure
	Strengthen existing partnerships	% increase in positive stakeholder perception
	Forge new partnerships	% increase in new partners working towards BONELA's mission
	Develop innovative communication practices	% increase in awareness levels of HR and HIV and AIDS
	Build employee strategic and operational competencies	% increase in competency coverage
	Cultivate programme management capacity	% increase in projects meeting specifications & delivered within time and budget
	Build an accountability culture	% adherence to performance standards and targets
	Build broad & sustainable financial resource base	% donor support for strategic plan

	Target	Strategic Initiatives
	5 % above baseline	Baseline Study Develop monitoring and evaluation guidelines
	5 % above baseline	Conduct partnership needs assessment Intensified Media Campaigns
	5 percent above baseline	Baseline Study Develop communication strategy Establish annual strategic think tank (forum)
	10 percent above baseline	Competency Audit Implement competency development interventions
	10 percent above baseline	Competency audit Programme/project management competency development
	90 % adherence	Introduce annual performance contracts Implement performance management based on balanced scorecard
	80 % financial support linked to strategic plan	Strategic fundraising

Appendix 1

Glossary of Concepts

Advocacy Excellence: Growing level of competence and confidence from the improvement of the total welfare of people affected by HIV and AIDS.

Empowerment: A collaborative process which views clients at different levels as competent and capable to change their situations given access to resources and opportunities.

Strategic Initiative: These are the interventions (programmes, projects or activities) to be executed in order for BONELA to achieve its strategic objectives.

Strategy Map: The road-map illustrating the cause and effect relationship among the strategic objectives. It shows how BONELA creates value or makes a difference in the human rights landscape.

Strategic Objective: These are the main components of BONELA's strategy and they articulate the areas that different improvement activities must focus on.

Strategic Theme: The mission critical pillars of excellence that BONELA must focus on in order to achieve its mission and realize its vision.

Strong Network and Partnerships: High impact advocacy based on sound objectives and environmental competence.

Target: The desired or intended level of performance to be accomplished during specific times over the strategic plan lifecycle. They are set from the measures defined for each strategic objective.



BONELA

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