BOTSWANA COUNCIL OF NON-GOVERNMENTAL ORGANIZATIONS (BOCONGO) STRATEGIC PLAN (2025 – 2030)

BOCONGO
BOTSWANA COUNCIL OF NON-GOVERNMENTAL ORGANISATIONS

FEBRUARY 2026

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FOREWORD BY THE BOCONGO BOARD CHAIRPERSON

The period 2025–2030 presents both profound challenges and significant opportunities for civil society in Botswana. As the civic space becomes increasingly complex and contested, the role of strong, credible, and well-coordinated civil society platforms has never been more critical. It is within this context that the Botswana Council of Non-Governmental Organisations (BOCONGO) presents its 2025–2030 Strategic Plan.

This strategy reflects a collective vision shaped by BOCONGO's membership, leadership, and partners. It is grounded in our long-standing mandate to represent, strengthen, and coordinate civil society organisations in Botswana while promoting democratic governance, accountability, and inclusive development. Over the next five years, BOCONGO will focus on consolidating its institutional strength, deepening member engagement, and amplifying civil society's voice in national, regional, and global policy spaces.

The 2025–2030 Strategy is both a response to evolving external realities such as shrinking civic space, funding constraints, and governance reforms and an affirmation of BOCONGO's commitment to principled, people-centred advocacy. It prioritises an enabling environment for civil society, meaningful participation in decision-making processes, and stronger partnerships with government, donors, and other stakeholders.

On behalf of the Board, I commend the Secretariat and membership for their dedication in developing this Strategy. The Board remains fully committed to providing strategic oversight and leadership to ensure its successful implementation. We call upon our members, partners, and stakeholders to continue walking this journey with us as we work collectively to strengthen civil society and advance democratic values in Botswana.

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Board Chairperson

BOTSWANA COUNCIL FOR NON-GOVERNMENTAL ORGANIZATIONS

Overview

The BOCONGO 2025–2030 Strategic Plan provides a clear roadmap for strengthening the organisation's institutional capacity, enhancing its representative role, and positioning civil society as a constructive and influential actor in Botswana's development and governance landscape.

Botswana's civil society sector is operating in an environment characterised by evolving governance reforms, fiscal constraints, increased regulatory scrutiny, and growing public demand for transparency and accountability. These dynamics require a strong national platform that can coordinate civil society action, generate evidence-based advocacy, and protect civic space while fostering constructive engagement with the state.

Over the 2025–2030 period, BOCONGO will focus on strengthening the enabling environment for civil society by promoting transparency, meaningful participation, and accountability in governance processes, while safeguarding civic space in line with democratic principles. The organisation will also prioritise institutional strengthening and sustainability through improved governance systems, operational efficiency, and diversified resource mobilisation.

The Strategy places strong emphasis on deepening membership engagement and representation by enhancing communication, coordination, and participation across BOCONGO's membership. This will ensure that the organisation remains a legitimate, inclusive, and responsive representative body for civil society organisations throughout Botswana.

BOCONGO will continue to advance advocacy, research, and policy influence by leveraging data, evidence, and collective action to shape policy processes, legislative reforms, and national development priorities. Strategic partnerships with government, development partners, and regional and global civil society networks will be strengthened to amplify impact and visibility.

The implementation of this Strategy will be guided by principles of adaptability, learning, and accountability. Regular monitoring, reflection, and engagement with members and stakeholders will ensure that BOCONGO remains responsive to emerging challenges and opportunities, while delivering meaningful and sustainable impact over the strategy period.

1.1 Introduction

The purpose of the strategy formulation process was to develop a comprehensive 5 year strategy with clear and measurable targets that will guide the Botswana Council of Non Governmental Organizations (BOCONGO) on delivery of its mandate. Each year will be implemented through an Annual Performance Plans (APP) setting out priority areas for delivery by the BOCONGO. Botswana Council of Non Governmental Organizations (BOCONGO) conducted a strategic planning workshop from 10th to 11th September, 2025 with its Board, Secretariat Team and member NGOs. The workshop was intended to achieve the following objectives:

- Define the direction of the BOCONGO over the next 5 years (2025 – 2030)
- Establish a clear set of priorities for the BOCONGO to achieve its goals
- Oversee the internal development of the BOCONGO 2025-2030 Strategic Plan
- Conduct an environmental analysis, identifying key opportunities and challenges.
- Develop strategic objectives, key result areas, and performance indicators.
- Review BOCONGO's Vision, Mission, and Values in alignment with its mandate.
- Facilitate internal consultations with BOCONGO Board, Secretariat and Members.
- Engage Members during the validation phase of the strategy.
- Develop an implementation and monitoring framework for the strategic plan.

This strategic document provides the output of this workshop and serves as a base document for the continued elaboration of the organization's strategic plan. The process for development of the BOCONGO 5-Year Strategic Plan commenced with a Stakeholder Engagement, which aimed to find out opinion of stakeholders (Mmember NGOs) on how well BOCONGO performed in the execution of its mandate over the past 5 years. The stakeholder engagement was done concurrently with the review of the BOCONGO 2022 – 2025 Strategic Framework, which was unfortunately not implemented. The purpose of this initiative was to assess whether there were any initiatives that could be adopted and adapted into the new strategy. The next step was the Situational Analysis, which explored a number of areas to better understand the BOCONGO's current reality. It included the BOCONGO mandate and internal analysis as well as analysis of external macro and micro-environmental factors that specifically affect the BOCONGO and could influence the impending strategy. This activity is a critical input for the development of the strategic plan.

The situational Analysis entailed External/Internal Environmental Analysis that included PESTEL Analysis, SWOT Analysis, Stakeholder Analysis, Value Chain Analysis, and culminated in the for Business Model Canvas for BOCONGO. During the Situational Analysis sessions, the participants were engaged in strategic discussions about their concerns and expectations regarding the BOCONGO's current strategic plan and the near-term strategic period.

Development of the BOCONGO Strategy is consequently a product of an extensive, multi-stage consultative process. Through this strategy, BOCONGO aspires to diversify its revenue streams, improve performance management, improve visibility of the organization, with a deliberate intention of strengthening the value proposition the organization offers to its members. The strategy outlines BOCONGO's future direction, strategic goals and objectives, fundamental initiatives and milestones, that will be the backbone of BOCONGO's business operations and service provision to Botswana NGOs.

Furthermore, the strategy focuses on enhancing engagement of members, strengthening partnerships with stakeholders, improving visibility of BOCONGO, improving capacity of member NGOs and ensuring organizational financial sustainability. The strategy is shaped by an all-embracing feedback from stakeholders and an extensive assessment of the broader NGO environment. Through development of clear goals, objectives, targets and actionable initiatives, BOCONGO aspires to be an organization that not only excels in supporting NGOs, but also in empowering NGOs to lead, connect, and thrive through advocacy, mentorship, and transformative collaboration.

The BOCONGO strategy is aligned to the Botswana Economic Transformation Programme, launched in July 2025 by the President of the Republic of Botswana, Advocate Duma Boko as he proposes *'replacing traditional processes, heavy planning with a* ***bold implementation-based model, one that begins with action, assigns responsibility and ends with results.*** The President further envisions for ministries to cease operating on vague mandates and exaggerated expectations, but '**to work with specific time bound and**

measurable targets', highlighting that **'key performance indicators (KPIs) will no longer be optional, but will be the scorecard by which performance is judged'.**

The BOCONGO strategy is aligned to the vision outlined above as it will be operationalized through an Annual Performance Plan (APP), that has been cascaded from the organizational corporate scorecard. Progress of KPIs in the APP will be assessed through half yearly reviews of Secretariat and Board Members' performance contracts. The strategy also has an associated Monitoring and Evaluation Framework to provide a structured approach for tracking the performance, effectiveness, and impact of strategic objectives and initiatives. Furthermore, BOCONGO has developed a Risk Register aligned to the strategic objectives, aimed at identifying, assessing, monitoring, managing and providing timely mitigation against risks that could affect the organization's ability to achieve its objectives.

1.2 The Strategy Development Process

The methodology to develop the BOCONGO strategy is aligned to, in addition to other best practice methodologies, the Premium Execution Process as developed by Kaplan and Norton. It aims to create an integrated, closed loop, strategic management process that links strategy formulation and planning with operational execution.

The Execution Premium, Robert Kaplan and David Norton, August 2008

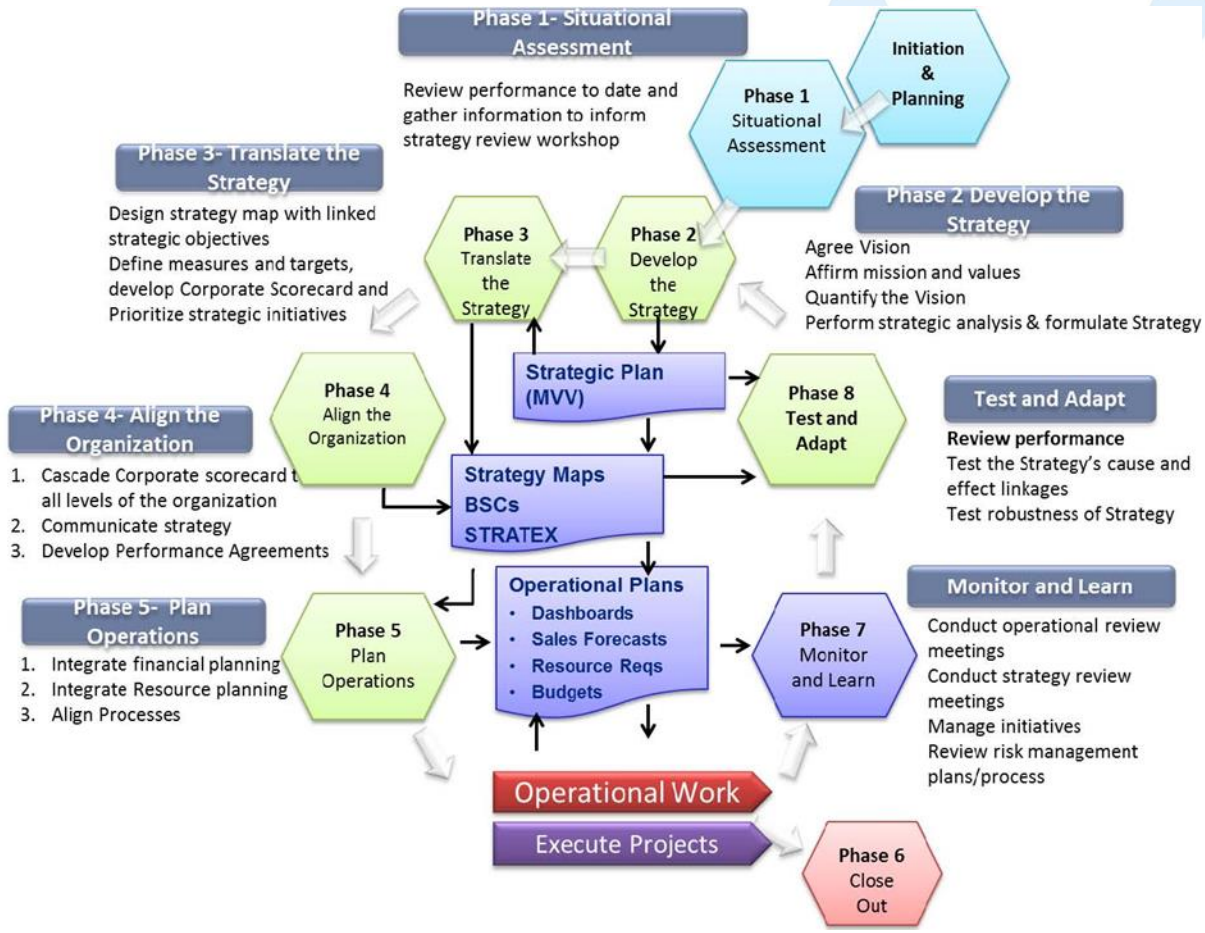


Figure 1: The Execution Premium, Robert Kaplan and David Norton, August 2008

The strategy development process entailed utilization of internal analysis, external analysis, future analysis and other releant approaches, commencing with a comprehensive review of the BOCONGO mandate, past performance, key focus areas, environmental analysis as well as stakeholder engagements. Through a succession of initiatives that included internal discussions with both BOCONGO Board and Secretariat, key informant interviews with stakeholders (Thematic Group Leads and Regional Representatives), self administered survey questionnaires with Members and workshops with relevant stakeholders, this strategic plan was developed to clearly articulate BOCONGO's strategic direction and priorities. The strategy aims to provide a high-level overview of the current and emerging issues facing BOCONGO and the strategic responses the organization intends to undertake to progress towards its vision and successfully deliver on its mandate.

The strategy planning process employed 4 key processes; organizational review, situational analysis, stategy development and strategy cascading to the BOCONGO departments. These processes are guided by the three stages of the Kaplan and Norton Strategy Development Approach (see below), which demonstrates the logical flow from strategy review, through strategy development to strategy planning.

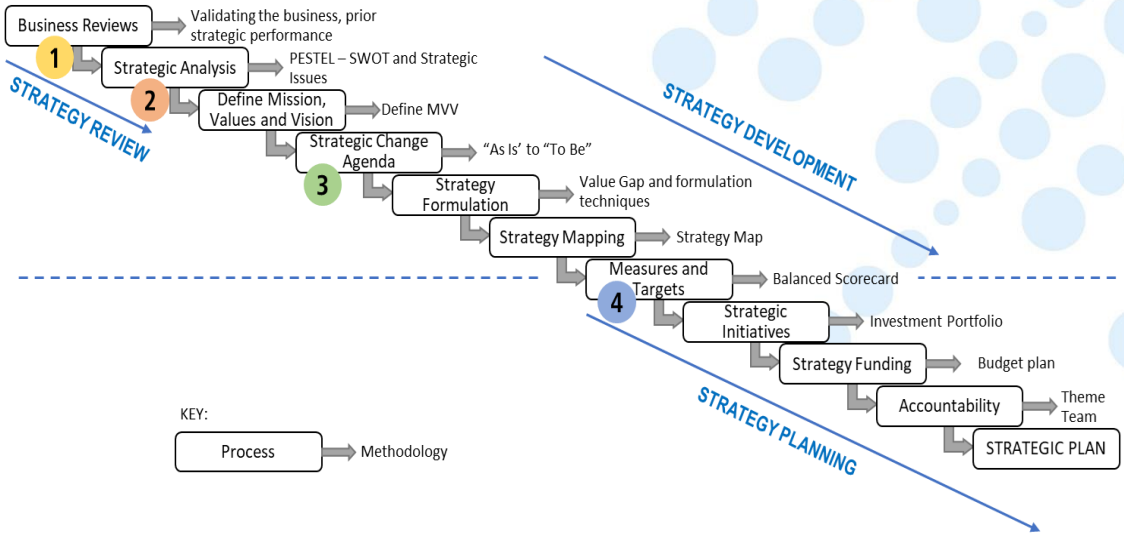


Figure 3: The Execution Premium, Robert Kaplan and David Norton Strategy Development Approach

1.2.1 Business Review/Prior Strategy Performance

An extensive stakeholder engagement exercise was undertaken to assess BOCONGO stakeholders' opinions on how well they felt the BOCONGO executed its mandate over the past 5 years.

1.2.2 Strategy Analysis

The BOCONGO strategy analysis was undertaken using a diverse array of strategy formulation frameworks such as the PESTEL Analysis for the Macro -External environment, SWOT Analysis for the Internal environment. A Stakeholder Analysis was also undertaken using the Mendelow's Power-Interest Matrix.

1.2.3 Strategy Development and Planning

Using the findings and lessons learnt from the situational analysis review, BOCONGO hosted a 3-day virtual strategy development workshop geared at setting a new strategic direction for the organization, as guided by the prevailing operational environment. A change agenda was also developed founded on issues emerging from the situation analysis and stakeholder engagement exercises. Strategic Foundations were reviewed and updated, operational models in the form of Value Proposition and Business Model Canvas were also reviewed and updated. A new strategy map was developed, along with an associated corporate score card to identify organizational objectives and explore the cause-and-effect relationships between different goals and provide a structured and comprehensive framework for measuring and monitoring an BOCONGO's progress towards its strategic goals. To ensure effective operationalization and monitoring of strategy implementation, an Annual Performance Plan (APP) and Monitoring and Evaluation were also developed. A Risk Register was also developed for providing a centralized and organized system for identifying, assessing and managing potential risks to strategy implementation.

2.1 Review of BOCONGO past performance

2.1.1 Feedback from the Stakeholder Engagement Exercise

The BOCONGO 2022 – 2025 Strategic Plan was not implemented, as a result, its performance was not reviewed. In persuit of revieweing performance for the 2022 – 2025 strategy cycle, a stakeholder engagement exercise was undertaken through utilization of key informant interviews and self administered survey questionnaires. The respondents were divided into 2 groups, namely Board Members and Member NGOs..

2.1.1.1 Feedback from the Stakeholder Engagement Interviews

Stakeholder engagement interviews were consucted with both Member NGOs and the BOCONGO Board. The Consultant ensured that NGOs across all of BOCONGO's thematic areas were represented. The semi structured interviews were guided by four discussion points, namely; how well is BOCONGO achieved on its Mandate, notable achievements of BOCONGO in the past four years, areas of concern regarding BOCONGOs performance and ways in which BOCONGO could improve its performance in its new 2025 - 2030 strategy. Responses from NGOs and Board Engagement Interviews are summarized below. Only the four most regularly recurring themes from the interviews are listed

Most Regularly Recurring Themes: Summary

BOCONGO ACHIEVEMENT OF MANDATE	
MEMBERS	**BOARD**
▪ Partially achieving their Mandate	▪ Partially achieving its Mandate
▪ Not achieving their Mandate	▪ Not achieving Mandate
▪ Involved in Stakeholder Engagement/Member outreach	▪ Undertake Stakeholder engagement
▪ Provision of Capacity Building for NGOs	▪ Undertake advocacy initiatives
NOTABLE ACHIEVEMENTS	
MEMBERS	**BOARD**
▪ Particpation of Advocacy for rejection of Constitution (Amemdment) Bill of 2024	▪ Particpation in Advocacy for Rejection Of Constitution (Amemdment) Bill of 2024
▪ Advocacy for NGOs	▪ Coordination, Advocacy and Engagement of NGOs
▪ Capacity building of stakeholders/NGOs	▪ Capacity Building of Stakeholders
▪ Facilitation of Partnerships For NGOs	▪ Facilitation of Partnerships for NGOs

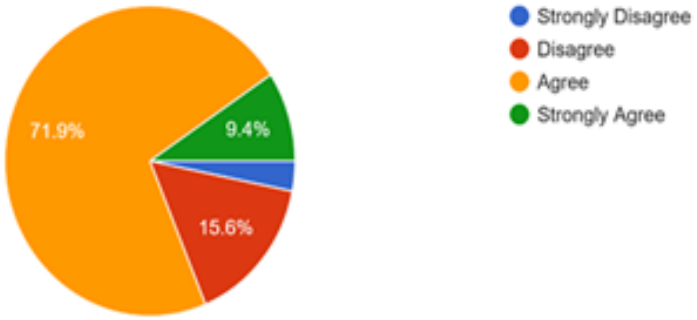
AREAS OF CONCERN	
MEMBERS	**BOARD**
▪ Resource mobilization challenges	▪ Resource mobilization challenges
▪ Limited capacity/shortage of staff at secretariat	▪ Inadequate m & E, high turnover of eds
▪ Inadequate communication by secretariat	▪ Inadequate coordination/engagement of stakeholders/members
▪ Inadequate coordination of members outside gaborone	▪ Limited visibility/inadequate marketing
HOW BOCONGO COULD IMPROVE	
MEMBERS	**BOARD**
▪ Improve resource mobilization/financial sustainability	▪ Strengthen partnerships
▪ Capacitate members to develop strategies	▪ Improve visibility of BOCONGO
▪ Improve use of technology	▪ Improve use of technology
▪ Strengthen the secretariat team	▪ Improve communication with stakeholders
▪ Improve visibility/Strengthen Communications and Marketing	▪ Improve Monitoring and Evaluation

2.1.1.2 Feedback from the Stakeholder Engagement Survey

A survey questionnaire with twenty five closed ended items and two open ended items was administred through the BOCONGO Online platform. The twenty five closed ended items focused on five thematic areasthat could influence satisfaction of stakeholders with operations of an institution. These were: Leadership and Strategic Direction, Communication, Service Delivery, Quality of Relationships and Overall Assessment of BOCONGO Performance. Each thamtic area had 4 specific items and one general item. Responses to the general items for each thematic area are summarized below:

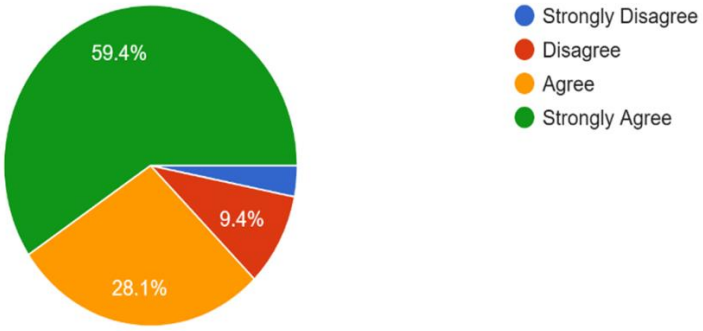
SECTION B THOUGHTS ON EXPERIENCES, RELATIONSHIPS AND SATISFACTION WITH PERFORMANCE OF BOCONGO OVER THE PAST FOUR (4...OCONGO's leadership and strategic direction

32 responses



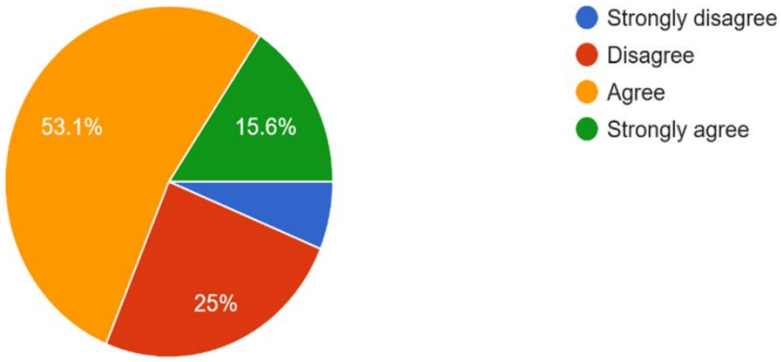
COMMUNICATION 7. I am satisfied with the overall effectiveness of BOCONGO's communications.

32 responses



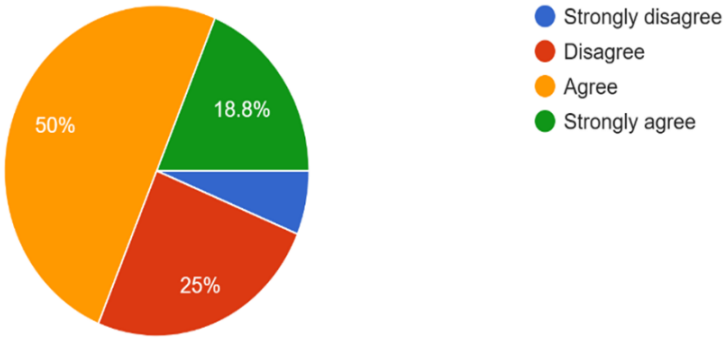
SERVICE DELIVERY 12. I am satisfied with the overall effectiveness of BOCONGO's service delivery.

32 responses



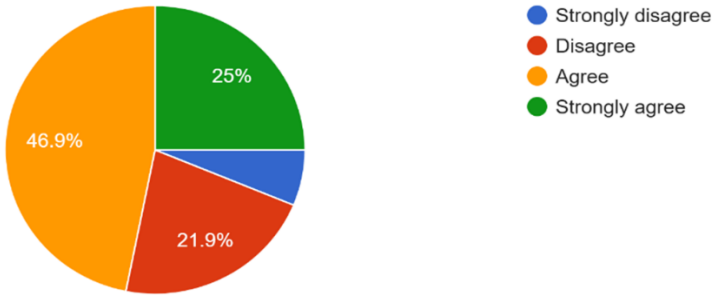
QUALITY OF RELATIONSHIPS 17. I am satisfied with the overall effectiveness of BOCONGO's relationship with my NGO.

32 responses



Overall Assessment of BOCONGO Performance 22. In overall assessment, I am satisfied with general performance of BOCONGO?

32 responses



The pie charts above show that 81% of respondents who participated in the study reported that they were satisfied with the BOCONGOs leadership and strategic direction. 88% expressed that they were either satisfied or very satisfied with the overall effectiveness of BOCONGOs communications. 69% of the respondents agreed or strongly agreed that they were satisfied with the overall effectiveness of BOCONGOs service delivery whilst 69% either agreed or strongly agreed that they were satisfied with the overall effectiveness of BOCONGOs relationships withv their NGOs. In an overall assessment, 68% of respondents reported that they were satisfied with the general performance of BOCONGO. It should be noted that only 32 NGOs participated in this survey. This translates into only 11% of the estimated 300 NGOs membership of BOCONGO, hence the results cannot be deemed representative enough to be generalizable. The targeted participation rates was 40%.

The most regularly recurring themes from the stakeholder engagement interviews, the responses from the closed ended items and recommendations from both the interviews and survey were utilized to package BOCONGOs Value Gap and consequently to ensure the organization's Value Proposition addressed the needs of the member NGO's.

2.2 BOCONGO's Six Thematic Areas of Operation

BOCONGO has six thematic areas of operation as listed below:

I. Inclusive Social Policy
II. Sustainable Environment and Natural Resource Management
III. Democratic Governance
IV. Economic Justice
V. Arts and Creative Industries
VI. Gender and Human Rights

The thematic areas of operation are explained below.

i. Inclusive and Social Policy

- Advocating for responsive, inclusive, participatory and representative decision making at all levels.
- Promoting advocacy for enactment and enforcement of laws and policies for sustainable development (e.g. the current Constitution Review Process).
- Advocacy for women's full and effective participation and equal opportunities.
- Advocating for the rights of marginalized and vulnerable groups.

ii. Sustainable Environment & Resource management

- Capacity building for resilience and adaptive capacity to climate related hazards and natural disasters
- Scaling up education, awareness raising and human & institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
- Research for planning and response interventions

iii. Democratic Governance

- Civic Education and participation in political processes
- Building of democratic and accountable systems & Institutions
- Capacity Building for Transparency Monitoring
- Engaging checks and balances.

iv. Economic Justice

- Promoting policies that support productive activities and decent jobs
- Creating entrepreneurship, creativity and innovation.
- Promoting productivity and effective service delivery
- Tax Justice

v. Gender and Human Rights

- Coordinating and supporting activities related to gender mainstreaming and promotion of human rights
- Promoting dialogue and cooperation on human rights and gender issues
- Strengthening sound policies and legislation for the promotion of human rights, gender equality and empowerment of women and girls
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vi. **Arts and Creative Industry**

- Promoting individual and organisational creativity, skill and talent which have the potential for wealth and job creation
- Fostering the development of productive creative capacities, cultural entrepreneurial skills and trade opportunities.
- Preserving and promoting cultural heritage, diversity and development through research and documentation
- Advocating for the development of regulatory frameworks that protect and support the development of creative industries

The current strategy took a deliberate action to operationalize the functions of each thematic group through converting the various functions of each thematic group into actionable recurring initiatives that are going to be implemented in all BOCONGO's five regional networks throughout the life cycle of the current strategy. Initial target setting, cascading of the strategy to regions and thematic groups, as well as quarterly engagements with the Thematic Group Leads and Regional Representatives will ensure adherence to completion timelines and effective completion of initiatives.

2.2.1 BOCONGO's Five Regional Networks

The Regional Networks were share, and they are:

- Gaborone Network
- Francistown Network
- BOMASE Network
- Ngamiland Network
- Chobe Network

3.1 Strategic Situational Analysis

Strategic situational analysis is crucial in a Balanced Scorecard (BSC) because it offers a footing for understanding the organization's internal and external environment, allowing the development of a more effective and relevant strategy, objectives, and initiatives. Through utilization of tools like PESTEL, SWOT and Stakeholder Analysis, the BOCONGO can understand its current position and identify key factors that will influence their future performance. Furthermore, by understanding their situation, BOCONGO can ensure that strategic objectives are relevant, achievable, and aligned with its strengths and opportunities, while addressing weaknesses and threats. BOCONGO will also be able to prioritize strategic initiatives by identifying the most critical areas for improvement and growth, ensuring that the ever diminishing resources in the BOCONGO's operational environment are allocated effectively.

Prior Strategy Performance Review: Entails a comprehensive assessment of an organization's performance against strategic goals, involving data analysis, feedback, and adjustments to improve effectiveness and achieve desired outcomes.

PESTEL Analysis: is vital for understanding the external environment through an examination of the political, economic, social, technological, environmental, and legal factors. This aids organizations in identification of opportunities and threats, and development of more robust and adaptable strategies. A PESTEL Analysis can reveal potential opportunities arising from external trends and changes, assist in identifying potential threats and development of strategies to mitigate them.

SWOT Analysis: it provides a comprehensive framework to assess an organization's internal strengths and weaknesses, alongside external opportunities and threats, enabling informed decision-making and strategic planning.

Stakeholder Analysis: Entails identifying and understanding individuals, groups, or organizations that can impact or be impacted by an organization or its decisions. It involves assessing the afore-mentioned groups influence and interests, and developing strategies for managing relationships to ensure achievement of strategic results.

Value Chain Analysis: It provides a comprehensive understanding of how value is created within an organization, enabling institutions to identify strengths, weaknesses, and areas for improvement, eventually resulting in better strategic decisions and competitive advantage

3.1.1 BOCONGO Stakeholder Analysis

The BOCONGO Team identified and analysed various key stakeholder groups who were deemed to have potential to influence or be influenced by the BOCONGO's strategic direction, helping to understand their interests, power, and potential impact, and subsequently enabling better decision-making and engagement strategies.

The process of stakeholder identification was undertaken following three steps of brainstorming, researching and categorization and then a stakeholder analysis was then undertaken using the Power/Interest Matrix

Power/Interest Matrix:

The Power-Interest Matrix, also known as Mendelow's Matrix (Mendelow, 1991) was the adopted tool for stakeholder analysis. The matrix helps businesses identify and manage stakeholders by categorizing them based on their level of interest and influence (power). It typically has two axes: "Interest" (low to high) and "Power" (low to high). Stakeholders are then plotted within these quadrants, allowing for a strategic approach to engagement.

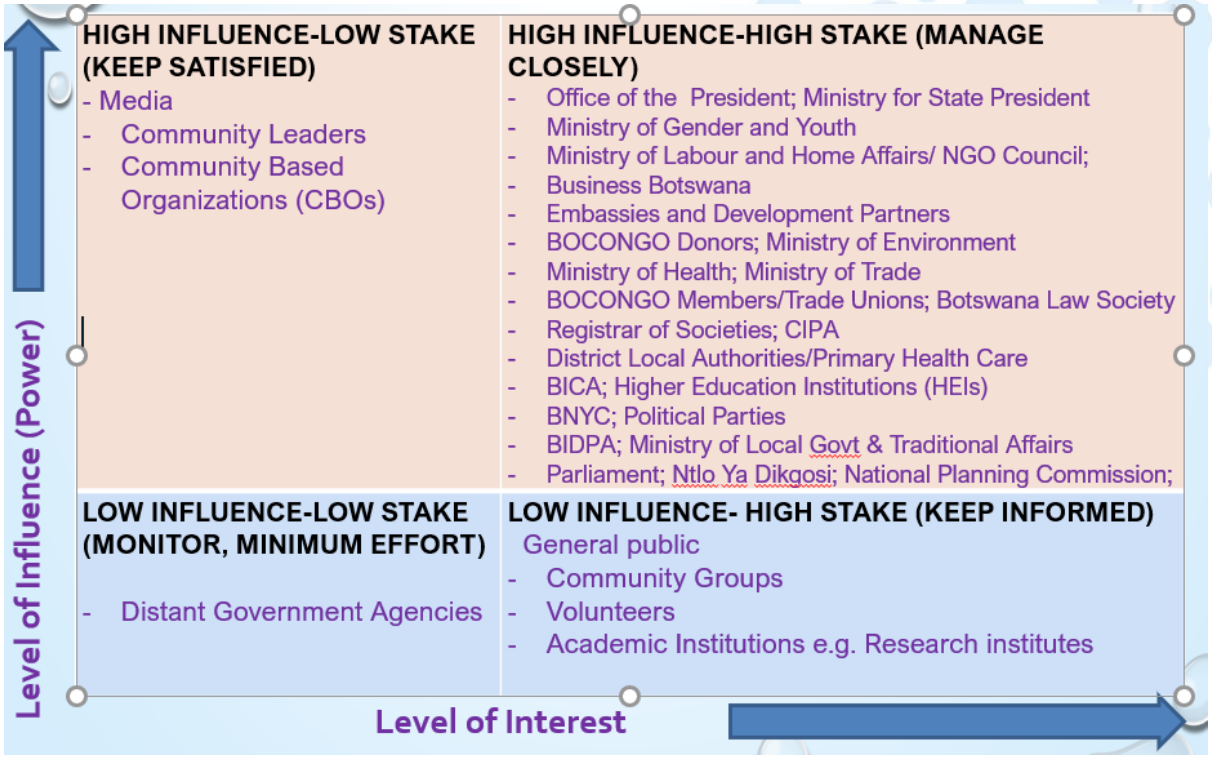


Figure 4: Mendelow's Power Matrix Model (Medelow, 1991)

STAKEHOLDER	INTEREST	POWER	STRATEGIC INTERVENTIONS
Ministry for State President	High	High	Continually advocate for the inclusion of civil society in the country's governance i.e. review of the constitution
Ministry of Labour and Home Affairs/ NGO Council;	High	High	Continue to dialogue and communicate with the Government on all developments taking place especially on policy changes. Continually lobby the Ministry to increase funding allocated to BOCONGO/NGOs
Embassies and Development Partners	High	High	Continually dialogue on opportunities for support (technical, financial, experience sharing etc)
BOCONGO Members/Trade Unions; Botswana Law Society	High	High	Strengthen regional and thematic coordination: - Updated membership database - Build capacity on Policies regulating civil society - Set up technical committees in regions
District Local Authorities/ Primary Health Care	High	High	Continually dialogue with local authorities to explore mutually beneficial partnership opportunities

3.1.2 PESTEL Analysis

A PESTEL analysis helps organizations understand and account for external factors – Political, Economic, Social, Technological, Legal, and Environmental – that can significantly impact their operations and strategic decisions.

Figure 5: PESTEL Analysis Mode

BOCONGO PESTEL Analysis

POLITICAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Lack of political will to fund civil society.	We will not be able to fund the work of the secretariat and initiatives.
Lack of weakness in policy and social issues.	-Lack of unaccommodating environment to support policy -Limited funding and implementation risks
Weak/low participation of CSOs in BOCONGO.	Low technical support to achieve the strategic pillars in the strategy.
An Intolerant Policy/Political environment.	Lack of inclusion of BOCONGO in policy making and reforms.
Lack of awareness regarding the BOCONGO mandate.	Lack of public support from private sector & media.
Lack of data and institutional capacity to work on political development links	Reduced credibility with stakeholders
Lack of legislative reforms	There is no legislation that provides for funding of CSO's and CSR
Reduced credibility with stakeholders	It makes it harder to attract support from government and donors.
Weak evidence-based advocacy.	Limits ability to influence policy effectively

ECONOMIC FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Down turn in Botswana's economy	Could result in reduced government spending which could limit public grants or partnerships with BOCONGO
Changes in donor country priorities	Could result in reduced funding available for programming
Constrained government fiscus.	Could result in reduced funding available for programming
Subdued private sector growth.	Less resources towards funding civil society coordination/response
Botswana is an upper middle-income country	Could result in shrinking donor pools hence less funding available for NGOs
Public-Private Partnerships	BOCONGO could leverage PPPs to expand its reach in the various thematic areas
Economic diversification efforts	BOCONGO could align with national development goals by supporting sustainable livelihoods, green transformation and agribusiness
Inflation and cost of living	Could affect operational costs (including salaries, transportation and program delivery)
National Income and GDP trends	Botswana's economy's heavy dependence on diamonds could result minimal public spending and hence reduced public grants for NGOs

SOCIAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Limited appreciation of the role of NGOs by the general public.	There is minimal interest in the sustainability of CSOs and general public has little knowledge on the mandate of BOCONGO
Inadequate networking skills by CSOs	The limited coordination could result in inadequate information sharing on available opportunities.
Public Trust in NGOs (transparency and accountability)	Decline in public trust can reduce donations and stakeholder engagement, resulting in the organization having to invest in reputation management and ethical governance

Demographic shifts (Youth Bulges)	Botswana has a Youth heavy population and this may require BOCONGO to drive more programs focused on employment and mental health
Cultural norms and Social values	Advocacy for programs promoting gender equality or LGBTQ+ rights could face resistance in conservative societies
Health and well-being trends (mental health, substance abuse, chronic disease prevalence)	BOCONGO might need to partner with public health focused NGOs to coordinate health campaigns and address emerging needs
Digital and Social Media Usage	BOCONGO could have to adapt to online engagement strategies to reach younger demographics

TECHNOLOGICAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Digital connectivity and Accessibility	Could facilitate website updates, stakeholder databases, documentation repository i.e BOCONGO Library and access to virtual communications
Advancement in AI technology	Could assist in the organization's digital visibility and advocacy plans Could potentially speed up HR processes Enhance coordination of members (membership drive and capacity building) and service delivery
Availability of online platforms (e-business)	Could assist in improving organizational performance, structures and etc
Data security	Could protect organizational data from cyber attacks

ENVIRONMENTAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Pandemic prevention and preparedness	Could allow CSOs to implement interventions on climate change human health, animal health and climate justice
Extreme weather conditions	Could affect activities of members Could affect technological infrastructure limiting access to information and communication Could affect the physical infrastructure (roads and buildings) of members/stakeholders/service providers

Vast geographical spread of members	Could affect access and service delivery to members and stakeholders/clients
Natural Resource Management	Could assist members and their beneficiaries to benefit from the natural resources around them
Climate change and drought	BOCONGO could prioritize climate resilience programs and advocate for green transformation and climate adaptation policies
Wildlife and bio diversity conservation	BOCONGO could partner with conservation NGOs to promote eco-tourism and policy advocacy supporting bio-diversity interventions
Waste management and Pollution	BOCONGO could partner with its members to facilitate community clean up campaigns, recycling initiatives and environmental education

LEGAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Compliance issues	Assisting members with meeting compliance regulations; compliance with laws of Botswana; Non-compliance issues could affect NGO's membership status in various platforms as well as access to some privileges
Policy, Legislation and regulations	Contribution to formulation and implementation of laws that are affecting our organization Negative Impact from the newly formed or revised legislations and policies such as new TAX regimes to the NGOs, VAT Amendment Bill of 2025 Positive Impact from the newly formed or revised legislations and policies such as CBNRM Act etc
Regulation of NGOs is based on Policy rather than Legislation	Regulation of NGOs needs to move from Policy to Legislation. There is need for a Law on CSOs whose implementation can be easily monitored
Gambling Act of 2012	Offers an opportunity for increased funding/more funding from non-traditional sources

3.1.3 SWOT Analysis

A SWOT analysis systematically assesses an organization's internal strengths and weaknesses, and external opportunities and threats, to inform strategic decision-making. . In the SWOT analysis, an organisation uses the information from the external analysis to summarize the company's Opportunities and Threats. The SWOT Analysis describes the environment in which BOCONGO is currently operating in. It is a useful technique for understanding the strengths, weaknesses, opportunities and threats facing BOCONGO.

Figure 6: SWOT Analysis Template

3.1.4 BOCONGO SWOT ANALYSIS

STRENGTHS	
STRENGTHS	**WHAT IT MEANS FOR THE STRATEGY**
Government funding.	The organization is a guaranteed going concern.
Local, Regional and International strategic partnerships	Expands reach, improves policy access, and opens doors to funding and innovation.
Access to other sources of funding outside the traditional which is government (FORUS, European Commission).	There is supplementary funding for other projects.
Convening power. BOCONGO recognized by stakeholders as a legitimate and collective representative of NGOs	Position to influence policy. Coordinated and Collaborated advocacy. Attracts donor support, facilitates government collaboration, and strengthens influence.
Strong membership of over 300 NGOs	Support and good mobilization are guaranteed.
Policy Advocacy Experience	Proven track record in influencing legislation, defending civic space, and promoting inclusive governance which positions the council as a key stakeholder in national development planning.
Access to Local Knowledge and Community Networks	BOCONGO has an understanding of Botswana's cultural, social dynamics which ensures that programs are contextually relevant and responsive to local needs.

WEAKNESSES	
WEAKNESS	**WHAT IT MEANS FOR THE STRATEGY**
Minimal participation of BOCONGO members.	• Compromise advocacy role in the implementation and efficiency of the strategy.
Low numbers of members paying annual subscription fees.	• It could affect BOCONGO's capacity to coordinate its operations
Minimal numbers of active partnerships	• Compromises BOCONGO's ability to benefit from strengths and capacities of other stakeholders
Limited professional expertise (in specialized areas- Resource Mobilization, Business development, M&E, SBCC	• Results in BOCONGO having to outsource these services resulting in incurred expenses. • Engaging external resources could lead to instability as the organization will not be building internal capacity
Inadequate communication and sharing of the strategy	• Some members of BOCONGO not aware of the strategic direction of the organization hence unable to align

There is limited funding for coordination	• BOCONGO has access to limited funding as most funding is directed at direct implementation hence compromising operations
Heavy donor dependency	• Creates vulnerability if major donors withdraw, highlighting the need for diversified funding
High BOCONGO staff turn-over	• Could result in limited talent management and development, low staff morale and motivation, increased workload and burnout
Limited resources.	• Inability to finance some operations.
Inability to manage members.	• It becomes difficult for BOCONGO to sustain its members and operations.

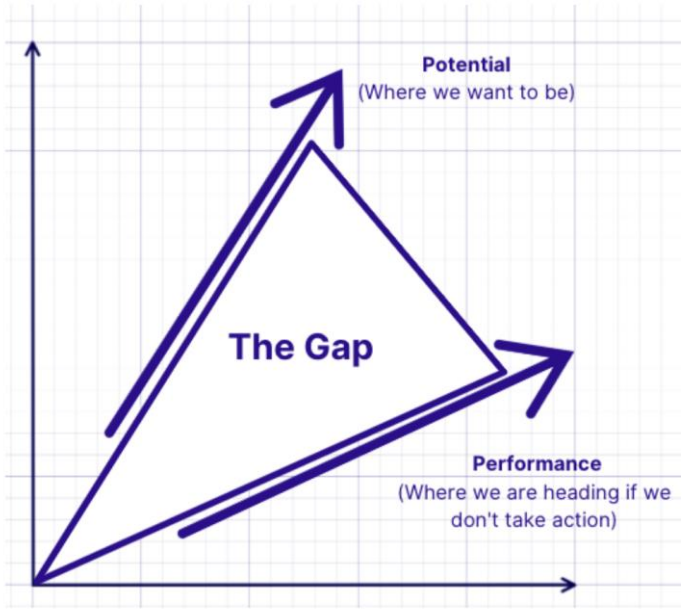
OPPORTUNITIES	
OPPORTUNITIES	**WHAT IT MEANS FOR THE STRATEGY**
Political will and commitment	Could enhance recognition of the civil society role and participation in national development agendas
The Current Government is a Human Rights focused Government	Could result in enhance support for CSO programs and interventions
Availability of external funding	Could lead to growth of NGOs; and increased participation and enhanced civil society impact in implementation of development plans
Collaboration and partnership with other stakeholders	Could contribute to enhanced performance due to joint implementation of policies, legislation, strategies and programmes
Multilateral agreements agenda	Could provide strategic direction, growth and means of implementation
Increased Global Focus on Climate and Sustainability	Donors are prioritizing climate resilience, biodiversity, and green development so BOCONGO could support member groups targeting climate-related funding
Regional and Continental Integration	BOCONGO could engage with SADC, African Union, and pan-African civil society networks to amplify its voice, share best practices, and access regional funding and advocacy platforms
Emerging Funding Models	BOCONGO could target growth in social impact investing and CSR to diversify its revenue streams and reduce dependency on traditional foreign donors.

THREATS	
THREATS	**WHAT IT MEANS FOR THE STRATEGY**
Declining donor funding due to Botswana's middle-income status	Could result in BOCONGO struggling to sustain its programs due to insufficient funding
Political instability (locally and globally)	Leads to reduced funding opportunities and disruption of implementation of development plans by NGOs
Negative perception of the NGO's by stakeholders (community, Government)	Could affect how some Stakeholders work with Civil Society
Competition among NGOs (for funding, media attention and partnerships)	BOCONGO will need to promote collaboration, reduce duplication and promote sector wide coordination
Limited capacity of member NGOs	BOCONGO could invest in capacity building, mentorship and shared resources to strengthen capacity of their members
Environmental disasters and climate risks	BOCONGO could develop contingency plans and support climate resilience initiatives
Digital Divide and Cyber security	Limited access to technology and weak cyber security could hinder communication and data protection
Public Mistrust	Could result in reduced support from stakeholders, so BOCONGO must prioritize accountability, ethical governance and public engagement

3.1.5 Issues Emerging Stakeholder Engagement and Situation Analysis

CUSTOMER & STAKEHOLDERS PERSPECTIVE	INTERNAL PROCESSES PERSPECTIVE
Increase formalized strategic partnerships	Need for improved governance and compliance
Induction on programs offered to new members on BOCONGO mandate	Need for improved monitoring and evaluation
Need for MoUs with strategic partners	Increase brand awareness
	Need for improved risk management
	Need for improved visibility of BOCONGO
	Need for strengthened automation of processes
	Need for improved communication
	Need for monitoring the implementation of PMS
	Develop a stakeholder engagement plan
	Improved operational efficiency
FINANCE PERSPECTIVE	**LEARNING & GROWTH PERSPECTIVE**
Lack of funding for initiatives - Need to diversify funding sources	Capacity building for Board and Secretariat
To generate own revenue	Develop performance contracts for Board and Secretariat
Need to offer Member NGOs a more attractive value proposition to motivate them to pay annual subscriptions	Undertake documented performance reviews for Board and Secretariat
Need for development of a resource mobilization strategy	Employee retention strategy
Need for funding landscape analysis	Harmonization of PMS with strategy
	Limited training for staff

3.1.6 Value Gap: Change Agenda for BOCONGO



The Value Gap

The value gap in strategy execution is the shortfall between an organisation's current performance levels and its strategic objectives. This gap is not only a measure of underperformance; it is also a reflection of untapped potential. Closing this value gap is a core objective of the BOCONGO strategic initiatives. These initiatives are essentially change projects aimed at transforming processes or building new capabilities to achieve strategic goals.

The value gap will assist BOCONGO to identify key areas where the organization needs improvement, such as operational efficiency, resource mobilization and partnerships development. Through understanding its value gap, BOCONGO can prioritize areas for improvement and develop targeted strategies to achieve their goals. Specifically, BOCONGO will be able to:

Identify opportunities for value creation: The value gap highlights areas where the company is falling short of its potential, exposing opportunities for value creation.

Prioritize strategic initiatives: By understanding the root causes of the gap, organizations can prioritize initiatives that address the most critical areas for improvement.

Enhance performance: The analysis provides a clear roadmap for improvement, enabling businesses to track progress and make informed decisions to steer the organization in the right direction.

Measure progress and make adjustments: The value gap can be used as a performance measurement tool, allowing for regular assessment and adjustments to the strategic plan as needed.

TODAY (AS-IS)	FUTURE (TO-BE)	INTERVETIONS
Fewer/lower number of active members.	Increased participation of members of BOCONGO.	Strengthen communication Segment into relevant focus groups. Timely Audit of BOCONGO members and accommodate new members
Low public awareness of BOCONGO mandate	Scale up public engagements on the organization's mandate and memberships	Media engagement Public contributions, through competitions, dedicated engagement with leadership, Dikgosi, private sector and members of parliament.
BOCONGO members not aware of their current thematic groups	Membership application to be by thematic areas	The application platform for membership should be according to thematic groups.
Financial unstable	Financial Stable	Diversify revenue sources
Low number of funding partners	Increased number of funding partners (number and value)	Develop and implement tracking system of funds from partners
Poor retention of trained human resources	Improved retention of trained human resources	Actively track trained human resources to ensure participation and commitment
Default in membership subscriptions	Paid up membership subscription	Develop incentive strategies; Develop enforcement mechanisms
Low membership drive	All NGOs being members of BOCONGO	Review awareness campaigns
Noncompliance with financial requirements	Full compliance to financial requirements	Review/develop financial procedures; Develop M&E plan
Skeletal staffing of board secretariat	Secretariat fully staffed	Develop progressive HRM tools (requisite skills and competencies)
High turnover	High staff retention	Develop progressive HRM tools
Lack of strategy	Strategy in place	Develop BOCONGO strategy
Lack of board charter	Board charter in place	Develop board charter
Lack of performance management system	Performance management system in place	Develop PMS tools

3.1.7 Change Agenda for BOCONGO: Aligned to Strategic Perspectives/Priorities

A strategic change agenda aids organization in formulating contextual goals using a pair of current/future states across change dimensions. A situational analysis employing strategy formulation frameworks; PESTEL, SWOT and Stakeholder Analysis was harnessed to determine the change agenda.

Stating the change agenda is considered as crucial in new strategy development because it clarifies the necessary transformations needed to achieve the new strategic goals. It provides a roadmap for change, ensuring everyone understands the vision, objectives, and steps required for successful strategy implementation. This helps to reduce resistance, improve alignment, and ultimately increases the likelihood of achieving the desired outcomes.

3.1.7.1 BOCONGO Change Agenda

PERSPECTIVE	TODAY (AS-IS)	FUTURE (TO-BE)	INTERVENTIONS
CUSTOMER	Fewer/lower number of active members.	Increased participation of members of BOCONGO.	Strengthen communications.
			Segment BOCONGO members into relevant focus groups.
			Timely audit of BOCONGO members and accommodate new members.
	Limited number of strategic partnerships	Increased number of formalized strategic partnerships	Facilitate formation of formalized strategic partnerships
	Low public awareness of BOCONGO mandate.	Improved visibility of BOCONGO	Media engagement. Public contributions, through competitions, dedicated engagement with leadership, dikgosi, private sector and members of parliament.
	Inter-institutional weakness.	Up-to-date directory of membership, (member list of working groups and BOCONGO members).	The BOCONGO application platform for membership should be according to thematic groups.
	Some BOCONGO members are not aware of their current thematic groups.	Membership application should/to be done by thematic areas.	Undertake an assessment to establish number of active members
PERSPECTIVE	**TODAY (AS-IS)**	**FUTURE (TO-BE)**	**INTERVENTIONS**
INTERNAL PROCESSES	Governance and compliance challenges	Improved governance and compliance to standards and regulations	Review and monitor compliance to standards and regulations
			Development and implementation of Board Charter
	There are no incentives for the board	Strengthen governance policies.	Create incentives for the board.

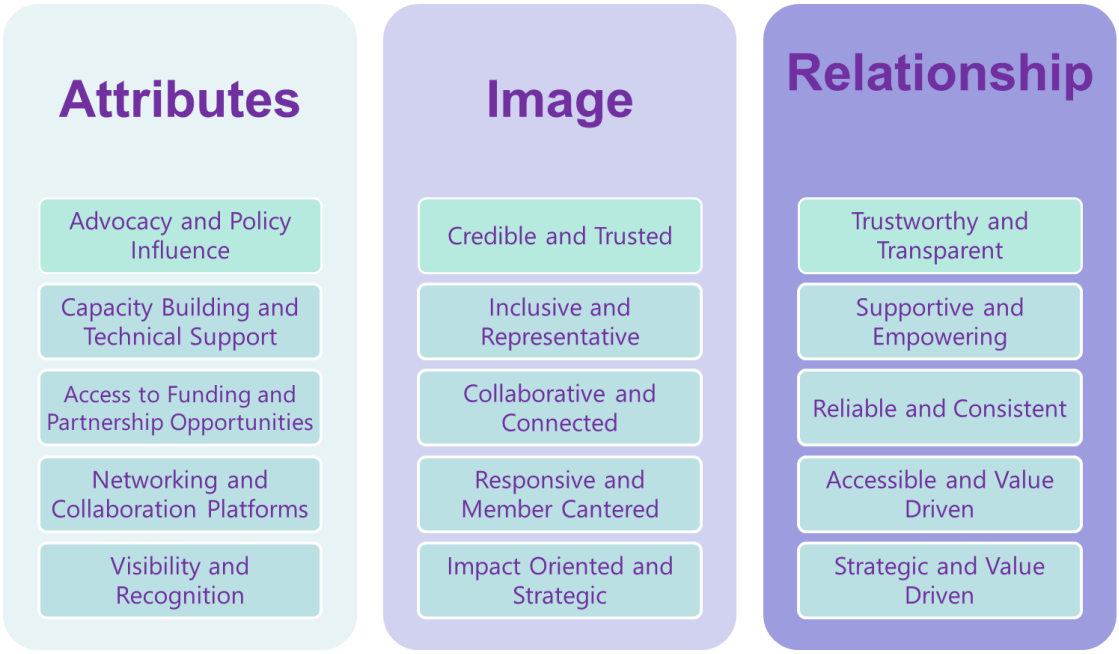
	Limited risk management	Implemented risk management plan	Develop and implement risk management plan
	Slow system integration & automation	Completed system integration	Conduct systems automation
	Limited BOCONGO visibility	Improved brand visibility	Attending and branding multiple sporting events
	Limited Member engagement	Improved Member Engagement	Develop and implement stakeholder engagement plan Increase our digital footprint (social media marketing, publicize our activities and projects…)
	No monitoring and evaluation framework	Implemented monitoring and evaluation framework	Develop and implement monitoring and evaluation framework

PERSPECTIVE	TODAY (AS-IS)	FUTURE (TO-BE)	INTERVENTIONS
LEARNING AND GROWTH	Limited capacity for Board and Secretariat	Continuous Professional Development (CPD) training for Secretariat and Board	Perform skills audit
			Develop training plan
			Implementation of training plan
			Utilization of BQA accredited courses training levy from HRDC
	No performance reviews for Board and Secretariat	Continuous bi-annual performance review for Board and secretariat I	Develop PMS with cascaded BOCONGO strategy
			To develop and strengthen the board charter
	No harmonization of PMS with the BOCONGO strategy	Integration of PMS with the BOCONGO strategy	Cascade the BOCONGO Strategy to Secretariat and Board
	No employee retention strategy	Improved staff retention	Development of employee retention strategy Improve internal culture
		Documented succession plan	
	High staff turn-over especially leadership	Completed employee retention strategy	Offering attractive packages and good working conditions.
			Create staff welfare interventions e.g. medical aid

FINANCE	Financially unstable	Financial stable and sustainable	Diversify revenue sources
	Low number of funding partners	Increase number of funding partners	Develop and implement tracking system of funds from partners
	Limited revenue sources	Diversified revenue sources	Formation of resource mobilization committee
			Formation of BOCONGO social Enterprise entity

3.1.8 BOCONGO Value Proposition

A value proposition is a simple statement that summarizes why a customer would choose a particular company's product or service. It communicates the clearest benefit that customers receive by giving a company their business. A value proposition is important because it helps to differentiate a product or service from competitors and makes it clear to potential customers why they should choose your offering. It also helps to communicate the benefits and value of offering to potential customers, which can lead to increased sales and revenue. In the extremely competitive environment of Botswana's NGO sector, where hundreds of NGOs are competing for resources from a very small private sector, a strong value proposition is essential to articulate BOCONGO's product and services' benefits as well as reasons why private sector institutions should partner with BOCONGO instead of other organizations



3.1.9 BOCONGO Business Model Canvas

The BOCONGO will use the Business Model Canvas (BMC) to better understand how it creates, delivers, and captures value. The BMC is vital because it helps structures discussions: Grouping comments and ideas under the nine BMC headings quickly gives the BOCONGO ideas shape. It's great for developing a portfolio of ideas: It will allow BOCONGO to sketch for business models for multiple ideas. It intuitively makes sense: the Canvass has front and back stages. The front stage shows what drives value and how the BOCONGO department reaches and makes money from customers. The back stage shows what is required to make the front stage possible.

<table>
<tr>
<td rowspan="2">KEY PARTNERS
-Office of the President; Ministry for State President
- Ministry of Gender and Youth
- Ministry of Labour and Home Affairs/ NGO Council;
- Embassies and Development Partners
- BOCONGO Donors; BOCONGO Members/Trade Unions; Botswana Law Society
- District Local Authorities/Primary Health Care</td>
<td>KEY ACTIVITIES
-Coordination and Civil Society Engagement
-Capacity building of NGOs
-Advocacy and policy engagement
-Resource mobilization
-Public awareness and outreach</td>
<td rowspan="2">VALUE PROPOSITIONS

Advocacy; Networking, capacity building, information dissemination and policy advocacy; Mentorship; resource mobilization</td>
<td>CUSTOMER RELATIONSHIPS
- Collaborative Partnerships
-Advocacy and representation
-Community empowerment
-Information sharing</td>
<td rowspan="2">CUSTOMER SEGMENTS

-Member NGOs
-Donors and Development Partners
-Private Sector and CSR Partners
-Media and Communication Outlets</td>
</tr>
<tr>
<td>KEY RESOURCES
- Human Capital
-Financial Resources
-Digital Tools and platforms
-Legal and policy expertise
-Networks and partnerships</td>
<td>CHANNELS
- In person (one on one)
- Online platforms
-Official Website
-Stakeholder meetings
-Workshops and conferences
-Local media
-Printed materials</td>
</tr>
<tr>
<td colspan="3">COST STRUCTURE
-Personnel costs
-Office and administrative expenses
-Event and coordination costs
-Capacity building and training
-Advocacy and outreach
-Technology and digital infrastructure
-Travel and logistics</td>
<td colspan="2">REVENUE STREAMS
- Government subsidy
- Embassies
- Formation of social enterprises
- Private sector partners
- Development partners</td>
</tr>
</table>

4.1.Strategic Foundations

Vision and Mission statements are important so that all staff and external stakeholders, understand what organization aims to accomplish and how it will be accomplished. They are essential for **"keeping everyone on the same page"** so the all **"pull in the same direction".** Teams that regularly reviews their mission, vision and values are better equipped to face inevitable changes in its environment. Through learning from past experiences, teams can develop an inclusive strategy that help them to stay ahead of the curve.

Benefits of revisiting mission, vision and values

- Helps teams to create a more cohesive culture by ensuring everyone's objectives are aligned with their goals.
- Ensures the whole team is working towards a common purpose, leading to better team engagement, productivity and success.
- Refreshing the mission, vision and values can act as a source of motivation for team members.
- It allows team to take ownership of their work by reminding them of the relevance and purpose of their roles within the team.

BOCONGO undertook a review of both their Vision and Mission statements.

4.1.1 BOCONGO Mission Review **(Options presented below)**

New Mission: BOCONGO members working effectively with other actors for inclusive development

Strengthening civil society in Botswana by connecting, equipping, and advocating for transformative change and inclusive growth

Driving collective action and empowering NGOs through networking, policy influence, capacity building, and strategic support

Championing civil society leadership through advocacy, collaboration, and capacity development for a more just and resilient Botswana

Discusion Question	Responses
Who are we?	▪
Who do we serve?	▪
What service or product do we provide?	▪
In what manner do we provide it?	▪
What higher level benefits are geared?	▪

4.1.2 BOCONGO Vision Review (Options presented below)

Retained Vision: NGOs working together for a more just, equal and integrated Botswana Empowered NGOs shaping policy, building capacity, and uplifting communities nationwide A thriving network of NGOs leading advocacy, innovation, and sustainable impact Civil society at the heart of Botswana's progress and social justice.	
Discusion Question	**Responses**
What do we need to do more of, less of, do differently, stop doing, or do that we've never done before?	- Scale up advocacy as a collective, be more diverse and inclusive in our membership to other NGOs eg. Disability groups - BOCONGO to be fearless and bold in advocacy issues. - BOCONGO to organize itself into consortium amongst memberships who can respond together to funding opportunities and promote collaboration
How will any changes above impact our stakeholders, including our employees?	- Help have a more integrated BOCONGO in terms of members. - BOGONGO will be heard, respected and visible through collaboration - Will encourage interest from our members; will incentivise employees through professional development and skills transfer; will improve financial inflow
At what point in time will we achieve it?	- By 2030
How will we know when we've achieved that? Will it be measurable? What will it feel like, look like?	- By setting Goals and Objectives, the use of Score Card to monitor achievements - Increase in meaningful member participation and improved collective advocacy; increase in BOCONGO visibility across sectors
What is our "Picture of the Future" for five years from now?	- A more efficient, effective and impactful BOCONGO - Value adding to core stakeholders and members - Vibrant and relevant partner in national development
What do we need to do next year in order to start down that path?	- Finalize, operationalize and implement theBOCONGO 2025-2030 strategic plan - To have a true reflection of our active members, through thematic groups and regional representation; - make BOCONGO attractive to NGOs by creating incentives/ benefit package (carrot) inside.

4.1.3 BOCONGO Values (Options presented below)

Value	Description
Advocacy	We amplify civil society voices to influence policies and promote justice, equity, and human rights
Inclusivity	We champion diversity and equitable participation, ensuring all voices: especially the marginalized are heard and valued
Collaboration	We believe in the power of unity and shared purpose to drive sustainable change across communities and sectors
Empowerment	We build capacity, foster leadership, and support NGOs to thrive and lead transformative development
Resilience	We support NGOs to adapt, grow, and sustain impact in changing environments.

4.1.4 BOCONGO Tag Line (Options presented below)

- "Strong voices. Shared purpose. Lasting change."
- "Together for Impact. United for Change"
- "Mobilizing Civil Society for a Better Tomorrow"

5.1 Botswana Council of Non Governmental Organizations Strategy (2025 – 2030)

5.1.1 Strategy Map

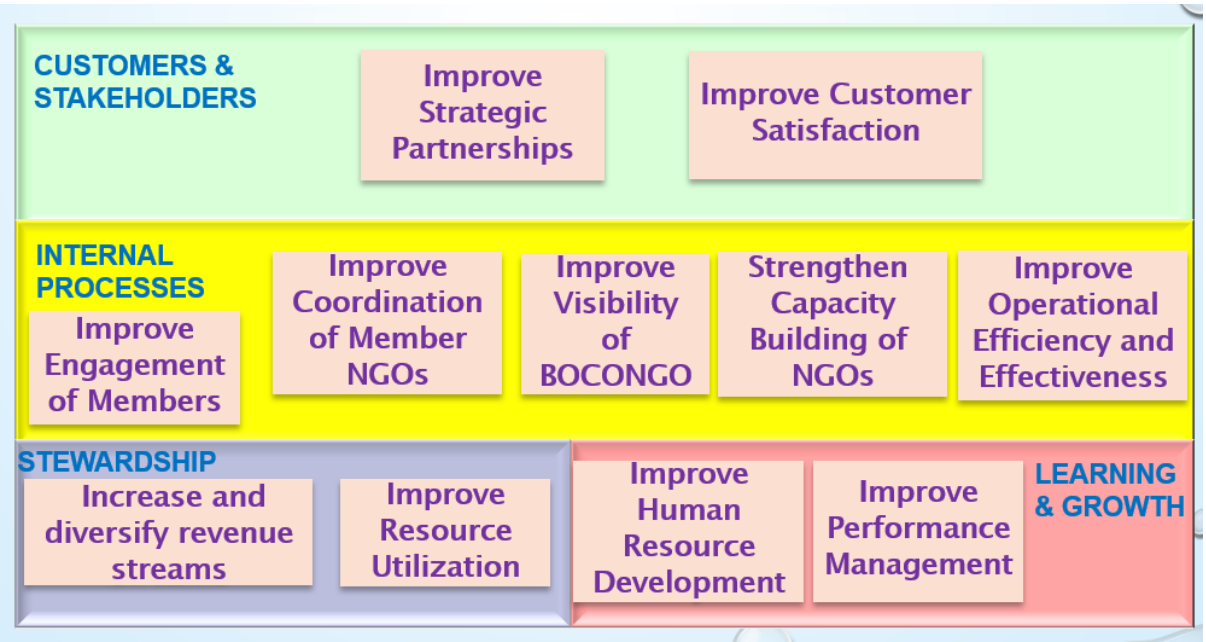
Strategic goals are the significant, long-term objectives that an organization sets to guide its overall direction and success. They are designed to have a lasting impact and propel the organization toward its broader vision. Goals typically span several years and are aligned with the organization's core mission and values. The horizon of the BOCONGO strategic Goals is five (5) years. The main characteristics of strategic goals are:

- **Long-Term Impact**: Strategic goals are all about the future, reaching beyond just this year and often spanning multiple years.
- **Alignment with Vision**: These goals are closely connected to BOCONGO's mission, vision and values, making sure that every effort contributes to the big picture.
- **Measurability**: To know if BOCONGO is making progress, strategic goals are measurable at a lower level of strategic objectives, using clear metrics to track success.

These Goals are important as BOCONGO utilized them to create strategic roadmaps, objectives and initiatives that are aligned with strategy and vision.

A strategy map is a simple graphic that shows a logical, cause-and-effect connection between strategic goals (shown as rectangles on the map). It describes how an BOCONGO creates strategic value. It does this by linking strategic golas based on the four Balanced Scorecard perspectives: Financial, Organisational Capacity/Learning and Growth, Internal Processes and Customer.

BOCONGO Strategy Map



5.1.2 Strategic Themes

Strategic themes are broad, overarching focus areas that guide an organization's strategic planning and decision-making. They represent the key directions the organization will pursue to achieve its long-term

vision. Themes that will guide implementation of the BOCONGO strategy are: operational efficiency, strategic partnerships, sustainability and stakeholder satisfication. The themes are described below:

Operational Excellence: Will assist BOCONGO to focus on streamlining processes, improving efficiency, reducing costs, and optimizing resource utilization.

Strategic Partnerships: Will aid BOCONGO to focus on forging alliances with other organizations to achieve shared goals and expand market reach.

Sustainability: Will aid BOCONGO to focus on generating sufficient financial resources, integrating environmental, social, and governance (ESG) considerations into all aspects of the organization' operations and decision-making.

Stakeholder Satisfaction: This will be an over-arching theme. It will assist BOCONGO to focus on understanding stakeholder needs, delivering exceptional service, and building strong stakeholder relationships. As an overarching theme, stakeholder satisfaction focuses on optimizing how well BOCONGO services meet and exceed stakeholder expectations, leading to increased loyalty and positive brand perception. BOCONGO will prioritize meeting the needs and expectations of various groups affected by its actions. This includes stakeholders like Member NGOs, Employees, Funders, Media, Suppliers, and the broader community. By considering the interests of these diverse groups, BOCONGO aspires to build stronger associations, improve engagement, and ultimately enhance their long-term sustainability and value. This means going beyond simply satisfying stakeholders but striving for a level of excellence that fosters advocacy and a long-term relationship.

5.1.3 Corporate Score Card

5.1.3.1 ABRIDGED BOCONGO SCORECARD :2025 – 2030 (Disaggregated by Perspective)

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
CUSTOMER	**Improve Strategic Partnerships**	**Increase number of strategic partnerships with member NGOs**	Develop tailored partnership proposals (MoUs) that align with each prospective partners' strategic priorities
			Develop a database for tracking and managing member partnership activities
			Host Stakeholder Engagement and Outreach sessions (Stakeholder forums to discuss shared goals and challenges)
		Increase number of partnerships with Government Ministries/Departments	Organize networking events that bring together NGOs, government officials, academics, and business leaders
			Create multi-sector platform to address cross-cutting issues (e.g., youth, GBV, empowerment, digital inclusion)
		Increase number of partnerships with the Business Community	Develop co-branded initiatives that allow partners to contribute resources and gain visibility
			Develop a Corporate Social Responsibility (CSR) Engagement Framework for companies interested in supporting NGO-led projects.
			Organize an annual Business–Civil Society Dialogue Forum to promote shared development agendas.

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
			Establish a database of potential corporate partners with aligned sustainability priorities.
		Increase number of partnerships with tertiary institution	Finalize MoU's and facilitate formal partnerships with prioritized partners (NGOs, Government Ministries/Departments, Business Community, tertiary institutions, Media
		Increase number of partnerships with Media Houses	Establish media partnerships for regular feature stories, radio segments, or community talk shows. Develop a *Media Engagement Plan* to promote visibility of NGO impact stories.
	Improve Customer Satisfaction	Increase Member NGO's, other Stakeholders Satisfaction with BOCONGO	Conduct a needs assessment to review alignment of services with member NGOs priorities.
			Organize joint advocacy campaigns to amplify collective voice and visibility
			Undertake annual Member NGOs satisfaction surveys with actionable follow-up plans.
			Establish a tier-based approach so that the larger organisations can assist the smaller organisation and enhance collaboration
			Review membership fees according to tiers
			Undertake annual Stakeholders satisfaction surveys with actionable follow-up plans.
			Conduct regular updates to keep members informed about activities, and opportunities

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
INTERNAL PROCESSES	**Improve Coordination of Member NGOs**	**Increase Advocacy and policy engagement**	Revitalize the BCONGO thematic working groups to lead sector-specific advocacy
			Conduct training workshops on policy analysis, lobbying, strategic communication, and rights-based advocacy
			Develop toolkits and templates for writing policy briefs, position papers, and petitions
			Coordinate nationwide or regional advocacy campaigns on key issues affecting civil society and communities
			Facilitate joint statements, petitions, and media engagements to amplify collective messages
			Build strategic alliances with think tanks, academia, and media to strengthen evidence-based advocacy
		Improve Networking among NGOs and stakeholders	Host quarterly coordination meetings for member NGOs to share updates, challenges, and opportunities
			Facilitate regional and thematic forums to connect NGOs working on similar issues or in the same geographic areas
			Develop an online collaboration portal for announcements, discussions, resource sharing, and event coordination.
			Facilitate consortium-building for large-scale funding proposals or national initiatives

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
			Facilitate NGOs in co-hosting public events to increase visibility and stakeholder engagement
			Facilitate matchmaking sessions to connect NGOs with funders, researchers, and service providers.

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
INTERNAL PROCESSES	**Strengthen Capacity Building of Members**	**Increase capacity of member NGOs in project management and M & E**	Organize regular workshops and webinars on project management and M&E fundamentals, data collection, analysis, and reporting.
			Partner with academic institutions, project management, M&E experts to offer certification of short courses for Member NGOs.
			Establish a mentorship program pairing experienced NGOs with those needing project management and M&E guidance.
			Support NGOs in embedding M&E into project proposals and donor reporting frameworks.
		Increase capacity of member NGOs in Resource Mobilization	Conduct workshops and webinars on fundraising strategies, proposal writing, donor engagement, and grant management
			Establish a mentorship program linking experienced fundraisers with emerging NGOs

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
			Support NGOs in exploring alternative funding models such as social enterprises and fee-for-service programs
			Engage with government ministries to unlock funding partnerships and sub-grants.
			Support compliance and registration processes to meet donor eligibility requirements.
			Provide small group coaching for NGOs preparing major funding proposals
		Increase capacity of member NGOs in Strategic Planning	Conduct workshops and masterclasses on strategic planning fundamentals
			Provide small group coaching to guide NGOs through the development and revision of their strategic plans
			Create and distribute strategic planning templates including sample plans, logic models, and monitoring frameworks
		Increase capacity of member NGOs in Advocacy and Communication	Conduct workshops and webinars on advocacy strategy, policy analysis, media engagement, and digital campaigning.
			Establish a mentorship network linking seasoned advocates with emerging NGOs.
			Partner with experts to provide real-time support for NGOs preparing for public hearings, media interviews, or lobbying efforts
			Facilitate media training to help NGOs build relationships with journalists

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
			Support NGOs in launching public awareness campaigns using radio, TV, print, and digital platforms
			Coordinate joint advocacy platforms to unify messaging on shared issues
		Increase capacity of member NGOs in Digital Literacy	Train NGOs on digital tools for mobilization (e.g., email campaigns, online petitions, social media ads).
			Organize digital literacy workshops covering basic computer skills, internet use, digital communication and cybersecurity basics including password management, phishing prevention, and secure data handling
			Support set up of digital hubs where NGOs can access computers, internet, and training resources.
			Conduct awareness campaigns on online safety, data protection, and responsible digital behaviour
	Improve Operational Efficiency and Effectiveness	**Improve Monitoring and Evaluation**	Develop an M&E framework with shared indicators, data collection tools, and reporting formats
			Develop and distribute M&E toolkits with templates, guides, and sample indicators
			Support member NGOs in adopting mobile data collection tools
			Set up a performance tracking system for BOCONGO's own strategic goals and initiatives.
			Conduct annual, mid-term and end-term reviews to assess progress and recalibrate strategies

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
		Improve Governance	Establish a council-wide governance framework that outlines standards for transparency, accountability, and decision-making.
			Support member NGOs in developing or updating governance policies including financial controls, HR policies, and risk management.
			Facilitate board performance assessments and provide feedback for improvement
			Implement annual governance audits to assess compliance and performance
			Train NGOs on cybersecurity and data governance to protect sensitive information
			Develop governance performance indicators to track progress across the council and member NGOs
		Improve Risk Management	Develop a risk register template for member NGOs to document and monitor key risks.
			Conduct training workshops on risk identification, analysis, mitigation planning, and crisis response
			Offer scenario planning and simulation exercises to prepare NGOs for emergencies (e.g., cyberattacks, funding cuts, political instability).
			Develop and distribute risk assessment checklists and self-evaluation tools for member NGOs
			Assist NGOs in developing business continuity plans (BCPs) to ensure service delivery during disruptions

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
			Support NGOs in developing internal control systems for financial, HR, and data management
		Improve ICT Uptake	Support digitization of core functions such as finance, HR, M&E, and communications.
			Conduct regular ICT training workshops on productivity tools (e.g., Microsoft 365, Google Workspace), data management, and virtual collaboration
			Support development of digital platforms for stakeholder engagement, fundraising, or service delivery
			Develop data protection policies and protocols for compliance and ethical use of information
			Provide tailored training programs for leadership, program staff, and administrative teams.
	Improve Visibility of BOCONGO	**Improve Marketing of BOCONGO**	Organize Promotional Events and Campaigns for BOCONGO (Open days, Awareness campaigns, Sector-specific events to showcase the council & Members activities.
			Refresh BOCONGO Brand Identity and Messaging Framework (Tagline, and visual identity that clearly communicates the council's mission, vision, and value proposition??)
			Leverage Social Media Platforms (Establish active profiles on platforms like Facebook, Twitter, LinkedIn, and Instagram)
			Brand, Exhibit and Participate at Member NGO Events across the country

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
		Increase Communication with Stakeholders	Develop and implement an effective BOCONGO Communications Plan
			Utilize social media platforms for outreach and engagement.
			Train staff and members in effective communication and media handling
			Establish feedback mechanisms (surveys, town halls) to listen to stakeholder needs and concerns
	Strengthen Engagement of Members	**Increase Engagement of Member NGOs**	Conduct stakeholder mapping to identify key groups and tailor engagement approaches
			Develop a stakeholder engagement plan outlining roles, responsibilities, and communication protocols.
			Organize regular consultative forums and stakeholder meetings
			Recognize and celebrate stakeholder contributions publicly
		Improve Collaboration with Regional Coordinators	Establish detailed databases of regional NGOs and provide regional coordinators with the necessary skills to manage and coordinate the regional organisations
			Establish good communication with regional coordinators for effective management and service delivery
			Create heat maps to show where NGO services are mostly provided to encourage better provision to areas with limited services
		Improve Engagement with Thematic Group Leaders	Update thematic group databases and ensure each leader meets with their thematic group for better collaboration

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
			Create thematic group shared calendars that could be shared with the entire network to improve membership participation

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
LEARNING AND GROWTH	**Improve Human Resource Development**	**Upskill Human Capital to highest Technical and Management Standards**	Undertake a Skills assessment of BOCONGO staff
			Identify learning opportunities for staff in specific areas
			Improve staff welfare and conduct regular teambuilding initiatives
			Develop and implement a Training Plan for staff
			Offer structured training programs in key technical areas for BOCONGO Secretariat (e.g., project management, M&E, digital transformation, financial management)
			Offer executive coaching for Secretariat and Board members to enhance strategic thinking and decision-making.
			Support NGOs in developing competitive HR policies including fair compensation, benefits, and wellness programs.
			Train Secretariat and Board in digital tools and platforms for communication, data analysis, and remote collaboration
			Support continuous learning through access to e-learning platforms and digital certifications by Secretariat, Board and Members
			Evaluate the impact of capacity building initiatives on BOCONGO performance and staff satisfaction

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
	Improve Performance Management	**Strengthen Performance Management**	Develop a performance management system with clear goals, KPIs, and evaluation criteria aligned to the BOCONGO Strategy
			Conduct workshops on performance appraisal techniques, feedback delivery, and goal setting for Secretariat, Board and Members
			Support member NGOs in implementing annual and mid-year performance reviews.
			Introduce 360-degree feedback mechanisms to gather input from peers, supervisors, and subordinates.
			Facilitate team-based performance planning to encourage collaboration and shared accountability
			Facilitate alignment of individual performance contracts the Job Descriptions and to the BOCONGO strategy

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
FINANCE	**Increase and diversify revenue streams**	**Increase the number of strategic private sector partnerships**	Conduct a comprehensive donor mapping exercise & identify high-return sectors for PPP arrangements.
			Develop a comprehensive CSR engagement plan
			Facilitate setting of partnerships with private sector partners to support BOCONGO Operations
			Partner with private corporations and other NGOs to sponsor high-profile national events.
		Strengthen collection of annual subscription fees from Member NGOs	Conduct a comprehensive needs and capacity assessment and NGOs
			Develop and set up a tiered Membership Subscription System
			Conduct differentiated capacity building initiatives (Governance, Strategic Planning, Digital Literacy, M & E, Resource Mobilization, Safe guarding for members at different tiers
			Set up digital platform for service delivery and fees submission
		Increase non-financial resources	Undertake negotiations with private sector partners for volunteer expertise, pro bono services, in kind donations and subsidized services in provision of Accounting and Auditing services
			Bundle non-monetary benefits with membership tiers, such as workshops or policy briefings
			Implement e-learning platforms for civic education and capacity-building programs
		Increase number of proposals submitted for funding	Train BOCONGO staff in modern fundraising and revenue diversification techniques
			Facilitate development of funding unsolicited and solicited proposals for domestic sources, regional/African Funds and International Donors
			Create specialized units in partnership with Thematic Teams to identify and apply for international thematic based development grants.

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
FINANCE	**Improve Resource Utilization**	**Improve Cost Management**	Establish an internal reserve fund policy to retain a percentage of unrestricted income
			Review and update of BOCONGO finance Manual
			Introduce mandatory pre-approval for budget reallocations.
			Align project budgets with achievable timelines and capacity
			Develop costed monitoring and evaluation work plans to ensure funds are tied to deliverables.
			Regular reviews and negotiation of supplier contracts to reduce recurring costs.
			Implement monthly budget monitoring reports reviewed by finance committee
			Set clear expenditure ceilings for administrative costs.
			Conduct quarterly variance analysis with corrective action plans
			Enforce pre-approval for budget reallocations to avoid unauthorized spending
			Produce variance analysis reports for both organizational and project budgets.
			Align internal processes with donor compliance requirements to avoid penalties.
			Conduct mandatory fraud awareness training for finance and project staff