

# 2013

**Strategy Planning Workshop**

**Kwalata Game Ranch**

## **Bakgatla Ba Moseitlha CPA**



**Output Document**

**1<sup>st</sup> June 2013**

# BAKGATLA BA MOSETLHA CPA

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## *'DEFINING OUR PREFERRED FUTURE'*

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## AMENDMENT HISTORY

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1	Thabo Mogane	3 <sup>rd</sup> JUNE 2013	First Draft authored
2	Thabo Mogane	13 <sup>th</sup> JUNE 2013	Second Draft Authored
3			

## AUDIENCE

Attention	Position/Title
Bakgatla Ba Moseitlha	CPA Committee

## TABLE OF CONTENTS

1. Background And Context .....	4
2. Where Have We Come From As CPA?.....	5
3. The Need For Strategy Planning .....	6
4. Purpose And Outcomes For The Planning Workshop.....	7
5. Ground Rules During the Workshop .....	8
6. Principles Guiding Our Strategic Planning Going Forward .....	9
7. Understanding Our Environment.....	10
8. The Strategy Model/Process .....	11
9. Our Strategy Objectives .....	15
10. Our Stakeholders.....	19
11. Purpose Of The CPA.....	22
12. Competencies And Capabilities .....	24
13 Our Mission - Why We Exist .....	25
14. Our Vision.....	28
15 Our Preferred Future .....	29
16. Our Values.....	31
17. How The Strategic Planning Process All Comes Together .....	33
18. Quick Wins And Way Forward.....	36
19. Key Points Raised During The Workshop .....	37
20. Commentary From The Facilitator .....	38

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## 1. BACKGROUND AND CONTEXT

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As part of the Land Restitution process, Government has initiated and put in place processes and structures to support the efficient (albeit at times emotional) transfer of land to rightful communities across South Africa. The process has not been without its challenges, yet at the same time, it has to be acknowledged that the brutally and immorally enforced process of forcefully removing the African majority from millions of hectares of arable land, aided and abetted by the draconian *Natives Land Act of 1913*, was never going to be an overnight process.

As part of a concerted effort of reversing this horrendous legacy, the Commission for land restitution was established in 1994 to provide equitable redress to victims of racially motivated land dispossession, in line with the provisions of the Restitution of Land Rights Act, 1994 (Act No. 22 of 1994).

One of the key legislations to be implemented as part of this broader humane process; is the *Communal Property Associations Act, 28 of 1998*. As part of the restitution process, it allows for communities to form juristic persons called *Communal Property Associations* (CPAs) and to hold and manage immovable property under a written constitution.

Application of the CPA Act is supported in part or wholly by the following pieces of legislation;

- Restitution beneficiaries (*Restitution of Land Rights Act, 22 of 1994*);
- Redistribution beneficiaries (*Provision of Land and Assistance Act, 126 of 1993*);

Where a CPA is registered in terms of section 8(3) of the *CPA Act 28, of 1998*, it will be issued with a registration number and a certificate of registration. Thereafter the CPA may acquire immovable property.

It is also possible to register a provisional CPA, in terms of section 5 of the Act. The latter will also be allocated a registration number, although the certificate that will be issued in this regard is a provisional communal property association certificate.

## 2. WHERE HAVE WE COME FROM AS A CPA?

### What has been some of our **most significant** achievements?

- Minister's award in line with Section 42D of the Restitution of Land Rights Act, 1994 (Act 22 of 1994).
- The claimants opting for restoration (from alternative land and financial compensation).
- The valuation process of the total claimed properties.
- The transfer of some of the claimed properties to the Bakgatla Ba Moseitlha CPA. (still in progress)

### What has been some of the **key challenges** facing the CPAs in general?

- Allocation of rights to members not sufficiently clarified (few individuals amass power and rights for themselves).
- Lack of monitoring of CPAs –impacts on the accountability of CPA Committees to their members.
- Nature and size of land reform grants compelled individual households into communal ownership of land.
- Failure to use (to the fullest extent) remedies provided in the CPA Act to intervene.
- Membership of CPAs based on families and not individuals – powers to heads of households, mainly males.

Legal entities do not operate properly when co-existing with traditional leadership (*Briefing: Portfolio Committee on Rural Development and Land Reform 3 March 2010. Parliament, Cape Town*)

### 3. THE NEED FOR STRATEGIC PLANNING

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#### Key remedies and conclusions from the portfolio committee

- Education Campaign to educate land reform beneficiaries about the functioning of CPAs/TRUSTS and their rights and obligations.
- Governance Training for legal entities with specific focus on the CPA/TRUST Committees. Review the CPA policy and legislation to address gaps.
- Develop and implement dispute resolution mechanisms to deal with related challenges such as abuse of power, finance and poor management.
- Link the review and strengthening of the community land holding legal entities to “re-capitalization and development programme” for all distressed land reform projects.
- Adopt a business approach to land redistribution—distinction between land holding entity and business entity to run the business affairs of the community.
- The establishment of legal entities is necessary for the registration of land rights and security of land tenure.
- The legal entities also serve as instruments for the democratization of land use even though they may also be the basis for disputes, especially between traditional leaders, trustees and communities.
- Governance training, accountability as well as empowerment of land reform beneficiaries are all critical for the success of these legal entities.
- The DRDLR must take the lead and develop the necessary capacity in creating an enabling environment for the success of these legal entities.

## 4. PURPOSE AND OUTCOMES FOR OUR STRATEGY PLANNING WORKSHOP

The **purpose** of the workshop will be to commence the process of enhancing planning processes within the CPA to ensure that the CPA committee (team) is capable of successfully executing mandated responsibilities to support and promote initiatives geared towards the uplifting of the broader Bakgatla Ba Moseitlha communities.

The desired **outcomes** for this workshop would include;

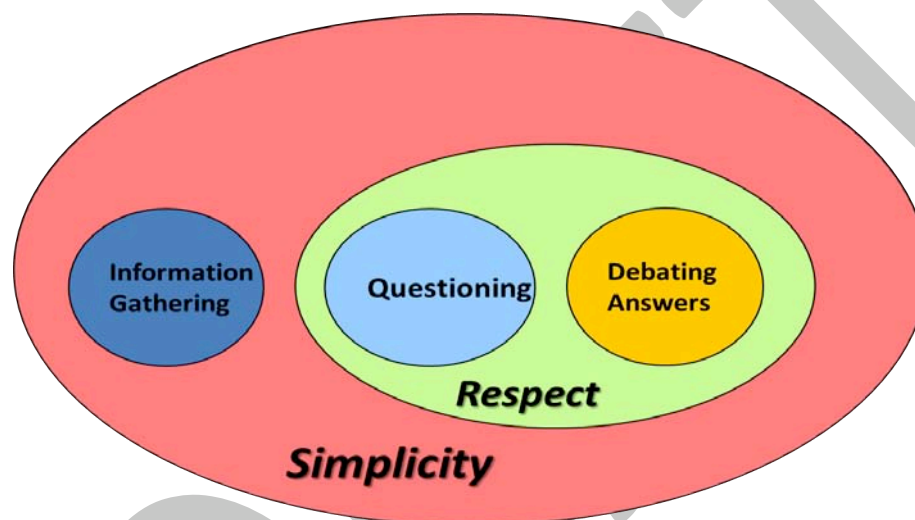
- A clear understanding of where we are on our strategic journey.
- Consensus on who our stakeholders are and what they need and expect from us.
- Clarity on our purpose, mission and vision, and values of future success.
- Clarity on the capabilities we will require for sustained success.
- Clarity on the organisational design principles that will support our strategic and operational infrastructure and sustainable agro business entity.
- Clear goals and objectives.
- Clarity on quick wins that may be achieved.
- Clarity on our way forward, inclusive of how we will monitor, evaluate and review our progress.



## 5. GROUND RULES DURING THE WORKSHOP

The following broad and generic ground rules were observed;

- Positive criticism
- Open mind to other people's ideas
- Willingness to embrace change
- Full/active participation
- Work as a collective team



Members of the CPA were encouraged to participate to ensure that ownership of the process begins at an early stage, i.e. during the planning workshop itself. It was further made clear to the attending CPA members that simplicity, constant and constructive probing remains a critical element for strategic planning. Equally important is to understand that there is no need to complicate things unnecessarily; strategic conversations happen one conversation at a time!

## 6. PRINCIPLES GUIDING OUR STRATEGIC PLANNING GOING FORWARD

### What would **success** look like for us?

- Common understanding of the vision, roles, mandate and objectives. W
- A cohesive and dependable CPA committee – high on collaboration and support. W
- A united Bakgatla Ba Moseitlha (CPA). W
- A committee that is able to engage in constructive deliberations. W
- Sustained local business development. F
- Ability to identify and remedy skills gaps with the committee and the community. W+F
- Individual contribution towards the committee's optimal performance. F
- Having a sustainable business entity. F
- Positive cohesion with our stakeholders F

### What do we want to **achieve** that would benefit us all

- Ability and the know how to create sustainable jobs. F
- Common roadmap to success. W
- Comprehensive plan of action. W
- Integrated approach towards planning. W
- Handover of outstanding (approved) land. F
- Conclusion of outstanding claims. F
- Initiation of agricultural projects for the benefit of the community. F
- Establishment of an intra-stakeholder framework. F
- Establish a commercial entity to manage the business of the CPA.F
- Conduct due diligence within the SADC countries. F

## 7. UNDERSTANDING OUR ENVIRONMENT

When formulating strategy, the interaction of the quadrants in the SWOT profile becomes important. For example, the strengths can be leveraged to pursue opportunities and to avoid threats, the CPA Executive can be alerted to weaknesses that might need to be overcome in order to successfully pursue opportunities.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Public interest</li> <li>• Government support</li> <li>• Political knowledge and network</li> <li>• Planning framework</li> <li>• Knowledge management (land claims history).</li> <li>• Knowledge and application of legislative framework.</li> <li>• Local government framework.</li> <li>• Political knowledge and processes.</li> <li>• Networking and lobbying.</li> <li>• Leadership and general management</li> <li>• Financial management.</li> <li>• Strategic planning.</li> <li>• Communication.</li> <li>• Investment management.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited commercial farming skills</li> <li>• Insufficient in depth knowledge of how the media works</li> <li>• Lack of funding for promotional and marketing events</li> <li>• Do not have marketing plan in our strategy.</li> <li>• Lack of integrated planning with key stakeholders. Insufficient communication with communities/beneficiaries.</li> <li>• Internal politics within Bakgatla Ba Moseitlha</li> <li>• Record management.</li> <li>• Report writing.</li> <li>• Presentation skills.</li> <li>• Legislative and regulations training.</li> <li>• Document/processes review.</li> <li>• Business planning.</li> <li>• Community engagement.</li> <li>• Bakgatla experiencing internal conflict (Hierarchy within Bakgatla).</li> </ul>

	<ul style="list-style-type: none"> <li>• Tribalism.</li> <li>• Lack of continuity in our processes and strategies.</li> <li>• Fear of not delivering on what we have promised, i.e. over-promise and not deliver.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Establishment of a commercial entity.</li> <li>• Leveraging SADAC and BRICS</li> <li>• Unprecedented government support</li> <li>• Investor interest</li> <li>• Favourable government policies, acts and programmes on restitution</li> <li>• Good relationship with the department of Rural Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of funding</li> <li>• Loitering youth</li> <li>• Prevailing economic conditions</li> <li>• Cost of doing business</li> <li>• Slow implementation of government programmes by government agencies.</li> <li>• Lack of stakeholder involvement</li> <li>• Political changes/probable change in government</li> <li>• Market pressures</li> <li>• Limited or no community buy-in of CPA processes.</li> <li>• Being in what is considered dry land always has possibilities of erratic water supply or worst case scenario, drought!</li> <li>• Inconsistent weather patterns.</li> <li>• Overreliance on boreholes for identified agricultural businesses.</li> <li>• Possibility of water from the boreholes drying up.</li> <li>• The situation with regard to Trust Lands.</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Probable political change.</li><li>• Uncertain stakeholder support.</li><li>• Multiple stakeholder processes having a direct and negative impact on CPA processes, impacting delivery.</li></ul> |
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**What are some of the hopes we have for the future?**

<b>Hope for the Future</b>	<b>Strategic Objective Link (See page 16)</b>
<ul style="list-style-type: none"> <li>Sustainable, viable, and profitable projects underpinned by stakeholder involvement and broader community support.</li> </ul>	1, 2, 3, and 6
<ul style="list-style-type: none"> <li>Independent and self-sufficient community members.</li> </ul>	1
<ul style="list-style-type: none"> <li>Agro commercialisation around Bakgatla Ba Moseitlha.</li> </ul>	1, 2, 3, 4, and 6
<ul style="list-style-type: none"> <li>Unrelenting stakeholder participation.</li> </ul>	1
<ul style="list-style-type: none"> <li>Interdependent agricultural projects.</li> </ul>	2, 4, and 6
<ul style="list-style-type: none"> <li>Ability for cross subsidisation of projects.</li> </ul>	1, 2, and 3
<ul style="list-style-type: none"> <li>The ability to lock and rotate value within Bakgatla Ba Moseitlha, i.e. maximum benefit to accrue to the villages and farms under the CPA.</li> </ul>	1, 2, and 3
<ul style="list-style-type: none"> <li>Identify and promote all year round business (es).</li> </ul>	1 and 2
<ul style="list-style-type: none"> <li>Aspiring towards our businesses becoming centres of excellence in agriculture.</li> </ul>	1, 2, and 3

## **What are some of our greatest fears for the future?**

- Limited or no community buy-in of CPA processes. (T)
- Being in what is considered dry land always has possibilities of erratic water supply or worst case scenario, drought! (T)
- Inconsistent weather patterns.
- Overreliance on boreholes for identified agricultural businesses.(T)
- Possibility of water from the boreholes drying up.(T)
- Bakgatla experiencing internal conflict (Hierarchy within Bakgatla). (W)
- Tribalism. (W)
- The situation with regard to Trust Lands. (T)
- Probable political change.(T)
- Uncertain stakeholder support. (T)
- Multiple stakeholder processes having a direct and negative impact on CPA processes, impacting delivery. (T)
- Cutting/or reduction of government spending in land restitution programmes. (T)
- Market pressures; i.e. demand and supply, loss of products, production costs, and inflationary pressures. (T)
- Lack of continuity in our processes and strategies.(W)
- Fear of not delivering on what we have promised, i.e. over-promise and not deliver. (W)

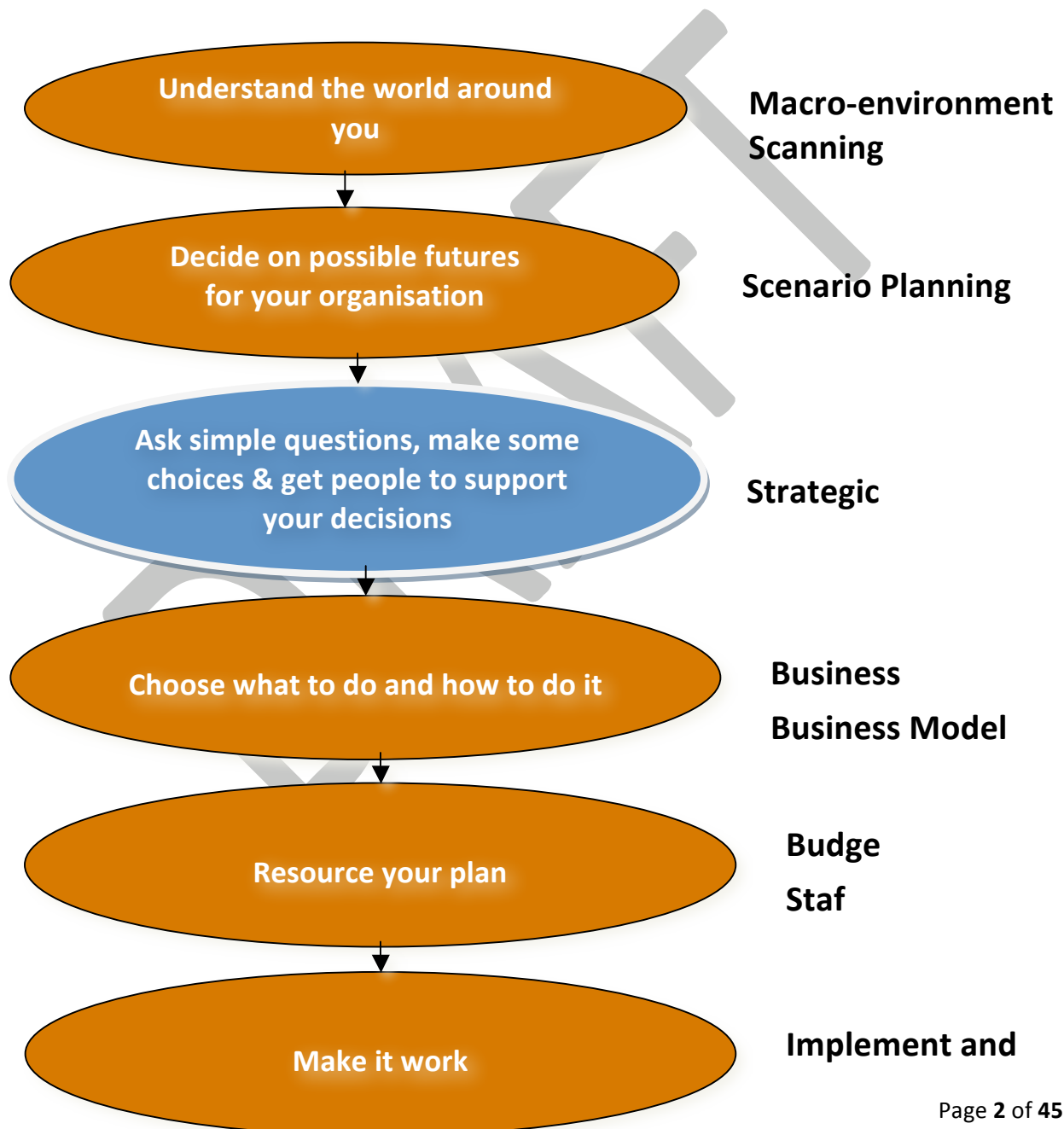
## **What do we need to do to improve collaboration/working together?**

- Have the same sense of purpose.
- Common understanding, i.e. clear roles.
- Common objectives amongst ourselves.
- Give each other a chance.
- Trust and mutual respect.
- Support each other and synergise activities.

- Constant interrogation of our plans.

## 8. THE STRATEGY MODEL/PROCESS?

When embarking on a strategic journey it is crucial to have a clear approach or model that guides or informs such a journey. It is important to have some crucial conversations using this model as a frame of reference. This strategic approach/model describes both an overall, progressive journey of discovery as well as discrete and interconnected chunks of work that needs to be completed on any strategic journey.





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## 9. OUR STRATEGIC OBJECTIVES GOING FORWARD

- To build and support commercially viable communities.
- To create sustainable agricultural production.
- To facilitate and promote skills development and capacity building for youth and women in farming.
- To establish robust governance systems.
- To promote community participation.

Strategic Objective	Activities	Outputs	Outcome
1. To build and support commercially viable communities	<ul style="list-style-type: none"> <li>• Draft a business plan.</li> <li>• Draft a marketing plan for Bakgatla Ba Moseitlha communities.</li> <li>• Set up a labour desk to keep track of job applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive business plan drafted</li> <li>• Business plan costing conducted.</li> <li>• Operating model defined.</li> <li>• Funding model for businesses finalised with targets.</li> <li>• Marketing plan drafted and agreed upon.</li> <li>• Labour desk with required capacity set up.</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries and communities contributing towards local economy viability</li> </ul>

Strategic Objective	Activities	Outputs	Outcome
	<ul style="list-style-type: none"> <li>• Conduct a skills audit to determine skills deficit.</li> <li>• Liaise with training institutions for programs to close skills gap.</li> <li>• Create stakeholder forum for discussions on job creation.</li> </ul>	<ul style="list-style-type: none"> <li>• Skills audit template and process finalised.</li> <li>• Learning institution identified.</li> <li>• Development programs designed.</li> <li>• Delivery mode identified.</li> <li>• Stakeholder communications framework designed.</li> </ul>	
2. To create sustainable agricultural production	<ul style="list-style-type: none"> <li>• Agricultural projects identified and prioritized.</li> <li>• Conduct an audit of current agricultural processes.</li> <li>• Identify the risk factor of farming or agricultural business.</li> <li>• Conduct (desktop) benchmarking with similar entities.</li> </ul>	<ul style="list-style-type: none"> <li>• Production processes and method identified and agreed upon.</li> <li>• A list of all agricultural projects finalised.</li> <li>• Risk report compiled.</li> <li>• Benchmarking conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries and communities contributing towards self sustainability.</li> </ul>

Strategic Objective	Activities	Outputs	Outcome
	<ul style="list-style-type: none"> <li>Identify organisations or entities to partner with.</li> </ul>	<ul style="list-style-type: none"> <li>Possible partners and entities identified.</li> </ul>	
<p>3. To facilitate and promote skills development and capacity building for youth and women in farming.</p>	<ul style="list-style-type: none"> <li>Conduct research on local business opportunities for youth and women.</li> <li>Conduct a skills audit of youth in the community.</li> <li>Design a comprehensive plan to bridge skills audit gap</li> </ul>	<ul style="list-style-type: none"> <li>Supportive environments for youth to be engaged are created.</li> <li>Skills audit report finalised and compiled.</li> <li>Development plan for youth finalised.</li> <li>Design and develop training materials and courses to support continuous development of youth.</li> <li>Identify various stakeholders possible youth programs and activities.</li> <li>Develop a database for youth on possible services and activities.</li> </ul>	<ul style="list-style-type: none"> <li>Employment opportunities created.</li> </ul>

Strategic Objective	Activities	Outputs	Outcome
	<ul style="list-style-type: none"> <li>• Draft action plans on how local women will be prioritised for businesses in agriculture.</li> <li>• Conduct a benchmarking exercise of women in agriculture.</li> <li>• Conduct road shows to raise awareness about gender issues and advocate for gender sensitivity and gender equality.</li> </ul>	<ul style="list-style-type: none"> <li>• Action plan with gender strategy.</li> <li>• Benchmarking report finalised and communicated.</li> <li>• Roadshows conducted covering the community and beneficiaries.</li> </ul>	
4. Establish robust governance systems	<ul style="list-style-type: none"> <li>• Initiate process to draft and finalise policies and procedures.</li> <li>• Design process to adequately manage risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Policies and procedures finalised.</li> <li>• Risk matrix finalised and communicated.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness and compliance promoted with the CPA</li> </ul>

Strategic Objective	Activities	Outputs	Outcome
	<ul style="list-style-type: none"> <li>• Document clear roles and responsibilities.</li> <li>• Document and continuously update corporate governance elements.</li> <li>• Design a monitoring and evaluation framework</li> </ul>	<ul style="list-style-type: none"> <li>• Matrix of roles and responsibilities finalised and communicated.</li> <li>• Reporting processes finalised.</li> <li>• Monitoring and evaluation framework designed</li> </ul>	
5. Promote community participation	<ul style="list-style-type: none"> <li>• Design a stakeholder engagement process</li> <li>• On-going communication with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder engagement process designed.</li> <li>• Printed pamphlets for community communication.</li> <li>• Attendance records for community meetings.</li> <li>• Finalised list of CPA representatives to attend community meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Community involvement in CPA processes.</li> </ul>

<b>Strategic Objective</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcome</b>
	<ul style="list-style-type: none"><li>• Coordinate and manage community participation processes.</li></ul>	<ul style="list-style-type: none"><li>• List of activities that the CPA is involved in.</li><li>• A schedule of meetings to be held with communities.</li></ul>	

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## What will we need to do differently in support of our strategic objectives

- Current manner of communication needs to be improved, i.e. design an integrated communication framework;
  - Internal and external communication.
  - The manner in which we write about issues to the outside world indicates how we see ourselves.
- The use of community representatives has to be revitalized.
- The manner in which we communicate with communities;
  - Come up with a more direct manner of communicating with communities.
  - Consider roadshows as an alternative.
  - Keep a calendar of all Makgotla within the villages.
  - Quarterly community briefings.
- Stakeholder engagement has to be in line with existing regulatory framework.
- Educate resources within the tribal council with regard to information dissemination from the CPA to the communities.
- Clearly communicate the CPAs role in relation to other structures, i.e. tribal council, municipality, etc.
- The CPA's visibility within the community has to be improved.
- Ensure the dissemination of common message from the CPA through the use of pamphlets or booklets.
- Ensure that the constitution guides communication with the communities in as far as the information to be shared.
- Improve cooperation between CPA members.
- Put in place communication process addressing issues raised outside official meetings.
- Develop and agree on a process of disseminating responsibilities to CPA members.
- Ensure that communication with the community is done by mandated people.
- Investigate the possibility of office space for the CPA, i.e. physical location.
- Review the Bakgatla Ba Moseletsha CPA constitution;
  - Relate and align with the Act
  - Confirm and emphasise the CPA's reporting lines.
- Where required, involve stakeholders in planning.



## 10. OUR STAKEHOLDERS

### Understanding the **different types** of stakeholders

- **Primary stakeholders** are those stakeholders that have a direct stake in the CPA and its success.
- **Secondary stakeholders** are those that have a public or special interest stake in what we do.

### Who are our **primary** Stakeholders?

- Beneficiaries
- Government (three spheres of government)
- Unemployed youth

### What is their **interest** in our work?

- Guidance on the implementation of Government restitution programmes.
- Relevant capacity building initiatives.
- Development opportunities.
- Access to information.
- Achievement of development goals?

### What **needs** do they have that we require to fulfil?

- Capacity building and support.
- Provision of guidelines when implementing government programs.
- Policy framework, i.e. support on implementation.
- Support on the development of local government ethos
- Business guidance.

Facilitate youth entrance into the labour market through available government programmes.

### **What expectations do they have of us?**

- Professionalism.
- Constant and concise communication.
- To offer strategic advice on matters at hand.
- Courtesy.
- Show leadership in our daily interaction with hem.
- Visibility.
- Fit for purpose interventions.
- Clear direction and vision.
- Community/social facilitation.
- Continuously benchmark with like organisations to ensure best practice solutions and processes are implemented in the Bakgatla Ba Moseitlha villages.

### **Who are our secondary Stakeholders?**

- Emerging Business.
- National Departments
- Service Providers.
- Donor funders.
- NPO's, CBOs.
- Public entities.
- Local government
- Tertiary institutions.

### **What are their **interests** in our work?**

- The impact of what we do.
- Alignment with government programs.
- Application and interpretation of development policies.
- Creation of development and growth opportunities.

### **What **needs** do they have that we are required to fulfill?**

- Provide them with the necessary information to make decisions.
- Capacity building frameworks.
- Disseminating information on available opportunities.

### **What **expectations** do they have of us?**

- Quality services.
- Application of legislative requirements.
- Promoting partnerships and collaboration amongst key stakeholders.
- Professionally run processes.
- Co-ordination of key government processes and programs.
- Job creation opportunities.
- Clear direction and vision.

## 11. THE PURPOSE OF THE CPA

The CPA's main role is to provide direction whilst rendering support and specialist advice to Bakgatla Ba Moseitlha on matters related to land reform and the subsequent rehabilitation of such land. Services should include processes and or strategies leading to institution building and sound employment practices, research and implement government programs that lead to the transformation of the local farming environment, and at the same time implementing governance structures to allow proper monitoring and evaluating of internal processes.

### **Why is it important that we do this (live our purpose)?**

- To give effect to the mandate of the government of the day
- To provide direction Bakgatla Ba Moseitlha communities.
- To improve and enhance service delivery capacity within all identified villages and or farms.

### **What would be different in South Africa or the World if Bakgatla Ba Moseitlha CPA no longer existed?**

- Chaos!!!
- The process for outstanding claims would collapse.
- No prudent advice to stakeholders on agricultural matters.
- There will be a disjointed approach towards achieving our purpose.
- Bakgatla Ba Moseitlha will not stand united in support of proposed farming processes.
- No proper utilization of claimed farms to benefit Bakgatla Ba Moseitlha.
- Recapitalisation processes would not realise their intended objectives.
- Local youth unemployment will spiral out of control.
- Empowerment of women would stagnate.
- Bakgatla Ba Moseitlha would not the opportunity to be part of the mainstream economic activity through farming.

- Lack of capacity to deliver on government programs, service delivery will be compromised.
- There would be no uniformity of the legislation implementation & interpretation.
- Misalignment of the HR practices to the strategic objectives of the departments
- The envisaged commercial entity would not be realised.

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## 12. COMPETENCIES AND CAPABILITIES

### What are our key **strengths and competencies** that we have developed?

- Knowledge management (land claims history).
- Knowledge and application of legislative framework.
- Local government framework.
- Political knowledge and processes.
- Networking and lobbying.
- Leadership and general management
- Financial management.
- Strategic planning.
- Communication.
- Investment management.

### What key **strengths and competencies** need development?

- Record management.
- Report writing.
- Presentation skills.
- Legislative and regulations training.
- Document/processes review.
- Business planning.
- Community engagement.

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## 13. OUR MISSION - WHY DO WE EXIST?

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### What is our **current Mission?**

Currently the CPA does not have a mission statement. It draws its mission from the existing Act governing the CPA framework across the country. It is important that the Bakgatla Ba Moseitlha CPA determine its own mission to ensure that its focus is properly contextualised. The following is the first step towards creating a Bakgatla Ba Moseitlha CPA specific mission statement.

### What is our **proposed mission?**

- To provide support to Bakgatla Ba Moseitlha communities for better service delivery, through **leveraging** on new and existing policies.
- To be an **expert solutions provider** regarding agricultural matters and challenges associated therewith.
- Coordination and implementation Government programs relating to land claims and subsequent rehabilitation/development.
- To accelerate community and broader stakeholder partnerships with the aim of exposure to sustained business and farming opportunities with long term benefit for Bakgatla Ba Moseitlha.

### How should we **position** the CPA in future?

- An agent of/for development.
- A viable and efficient partner supportive of a sustainable commercial entity, i.e. establish a commercial entity to run the business affairs of the CPA.
- Institution of knowledge ready to support community development.
- Custodian of Bakgatla Ba Moseitlha's privileges and rights on land issues.
- Centre of excellence that encourages stakeholder participation.

- A development agent able to deliver quality products and services to stakeholders. This will result in;
  - Stakeholder confidence
  - Improved stakeholder relationships
  - Potential attraction of investors
  - Possible creation of wealth and growth for our primary stakeholders
- The CPA should be a local **think – tank** on land issues and advice!
- Integrated services organisation providing quality information.
- Advice and support on implementing government programs.
- Provider of timeous custom made response on relevant community issues, i.e. fit for purpose solutions.

### **What should constitute the boundaries of our present and future 'arenas of possibility?'**

- **What we should be doing...**
  - Responding to constitutional and legislative framework prescripts.
  - Co-creating solutions for our communities with our stakeholders.
  - Initiate and support implementation of approved programs and processes.
  - Project management or key/selected programs.
  - Support and promote skills transfer/capacity building. Playing a catalyst role for the benefit of the community in relation to government communities such as MIG, LEDs, etc.
  - Being a source of constant information for our communities and related stakeholders.
- **What we should not be doing...**
  - Assuming responsibilities for other stakeholders.
  - Operating at too high a level such that we lose contact with the both the community and beneficiaries.
  - Operating outside agreed upon governance structures.
  - We can give advice but we cannot take over the process of implementing.



- We can influence decision making but we can't make decisions for the communities

**Where should we be placing our energy and focus over indicated time periods?**

Time Period	Focus Area
<b>1 – 3 years</b>	<ul style="list-style-type: none"> <li>• Youth participation</li> <li>• Community participation</li> <li>• Strengthening stakeholder relationships</li> <li>• Establishing a development corporation/commercial entity</li> <li>• Managing own land</li> <li>• Finalisation of outstanding claims</li> <li>• Review of the constitution</li> <li>• Workshop on constitution and relevant legislation</li> <li>• Solicitation of investors</li> <li>• Title deed and land transfer documents</li> </ul>
<b>3 – 5 years</b>	<ul style="list-style-type: none"> <li>• Viable commercial entity</li> <li>• Identified and engaged commercial client</li> <li>• Viable/permanent employment opportunities</li> </ul>
<b>5 years+</b>	To be finalised

## 14. OUR VISION

### What would **ultimate success** look like?

- All land claims completed.
- Community involvement in all we do.
- A united Bakgatla Ba Moseitlha moving towards on goal.
- Self-sustaining agricultural business value chain.
- Women empowerment in agricultural business/products.
- Different business operated by Bakgatla Ba Moseitlha.
- Clear roles and responsibilities for all stakeholders.
- Having an effective and viable commercial entity.
- Increased youth employment.
- Poverty alleviation programs in place.
- Collaboration amongst stakeholders on different business projects.
- Having a list of active agricultural projects.
- Alignment of our processes with government programs, i.e. LED, IDP, etc.

### By **2015** we will be...

- Overseeing at least three agricultural projects.
- Having a framework for spending recap funds.
- Having a signed off stakeholder compact.
- We will be having an operational commercial compact.
- All outstanding claims will be complete.
- A full assessment of activity on Bakgatla Ba Moseitlha land/farms will be complete.
- All transfers would have been completed.

## 15. OUR PREFERRED FUTURE

### Representing our Preferred Future through the Balanced Score Card

Balanced Scorecard methodology translates strategy into action. Working through the balanced scorecard process will enable the CPA to define those key perspectives that will ensure success, as well as to define how to measure them. Balanced scorecard provides a clear understanding of the final strategy, and how it is supported by the commitment to objectives.



### Balanced Score Card perspectives

- **Stakeholder perspective:** To achieve our vision, how should we appear to our stakeholders?
- **Financial/Mandate perspective:** To succeed financially or/and meet our mandate how should we appear to our stakeholders?
- **Internal processes perspective:** To satisfy our stakeholders, what business processes must we excel at?
- **Learning and Growth perspective:** To achieve our vision, how will we sustain our ability to change and improve?

## **It is 2015 we have achieved our Vision...what do we see happening?**

### ***Financial/Mandate perspective:***

- Increased levels of economic growth and development
- We have informed beneficiaries.
- The standard of living is improving.
- Decreasing poverty levels.
- Efficiency in CPA functioning.
- Outstanding claims and transfers completed.
- We are using recap funds.

### ***Stakeholder perspective:***

- Increased levels of community involvement.
- We are spending more time with our stakeholders through meetings.
- We have services tailor made to community needs
- Increased entrepreneurial opportunities.
- We have a stakeholder compact signed-off.
- Roles and responsibilities have been finalised.

### ***Internal processes perspective:***

- We have a corporate office environment.
- Communication framework is in place.
- We understand our business environment.

### ***Learning and Growth perspective:***

- We have attended relevant training.
- Greater and sustained emphasis on coaching and mentoring
- We have moved beyond current challenges and are able to face new emerging challenges

## 16. OUR VALUES

The essence of leadership is the ability to clearly articulate strategy. Common understanding and articulation of strategy are essential to sustainable change, to a common organisational culture and to informed decision making.

**Values** are an integral part of an organisation's strategic intent and should drive desired business results / outcomes – they inform the *how* that supports the *what*.

### So what are values?

- "A value system is an enduring organisation of beliefs concerning preferable modes of conduct or end states of existence along a continuum of relative importance."
- Once embraced, values become our standards of importance. They also serve as criteria for making decisions and setting priorities and lie behind the explanations and justifications we give for our actions.

**Given what we have discussed, the following values are suggested;**

Value	Expected Behaviour
<b>Passion</b>	<ul style="list-style-type: none"><li>• Timeous,</li><li>• Go the extra mile</li><li>• Takes initiative</li></ul>
<b>Commitment</b>	<ul style="list-style-type: none"><li>• Quality oriented.</li><li>• Completes tasks set</li></ul>
<b>Professionalism</b>	<ul style="list-style-type: none"><li>• Good attitude toward work</li><li>• Understanding impact of own work on others</li><li>• Show compassion and respect for others</li></ul>
<b>Flexibility</b>	<ul style="list-style-type: none"><li>• Accommodative</li><li>• Responsive</li></ul>

<b>Value</b>	<b>Expected Behaviour</b>
<b>Integrity</b>	<ul style="list-style-type: none"><li>• Honest,</li><li>• Responsible</li><li>• Accountable</li><li>• Reliable</li></ul>
<b>Respect</b>	<ul style="list-style-type: none"><li>• Humble yourself</li><li>• Understand and be compassionate</li><li>• Listen and show understanding</li><li>• Do not belittle others</li></ul>

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## **17. HOW THE STRATEGIC PLANNING PROCESS ALL COMES TOGETHER**

When engaging in a planning (strategy) process, understanding and measuring performance becomes critical. The underlying logic is oriented toward achieving outcomes. Performance reporting involves planning (including the production of the Priorities and Strategies Overview and the Supplemental Information for Legislative Review) and reporting on own plans.

Performance reporting is designed to help;

- Clarify goals and directions;
- Communicate priorities;
- Monitor progress and make continuous improvement; and
- Support budgeting and resource allocation decisions

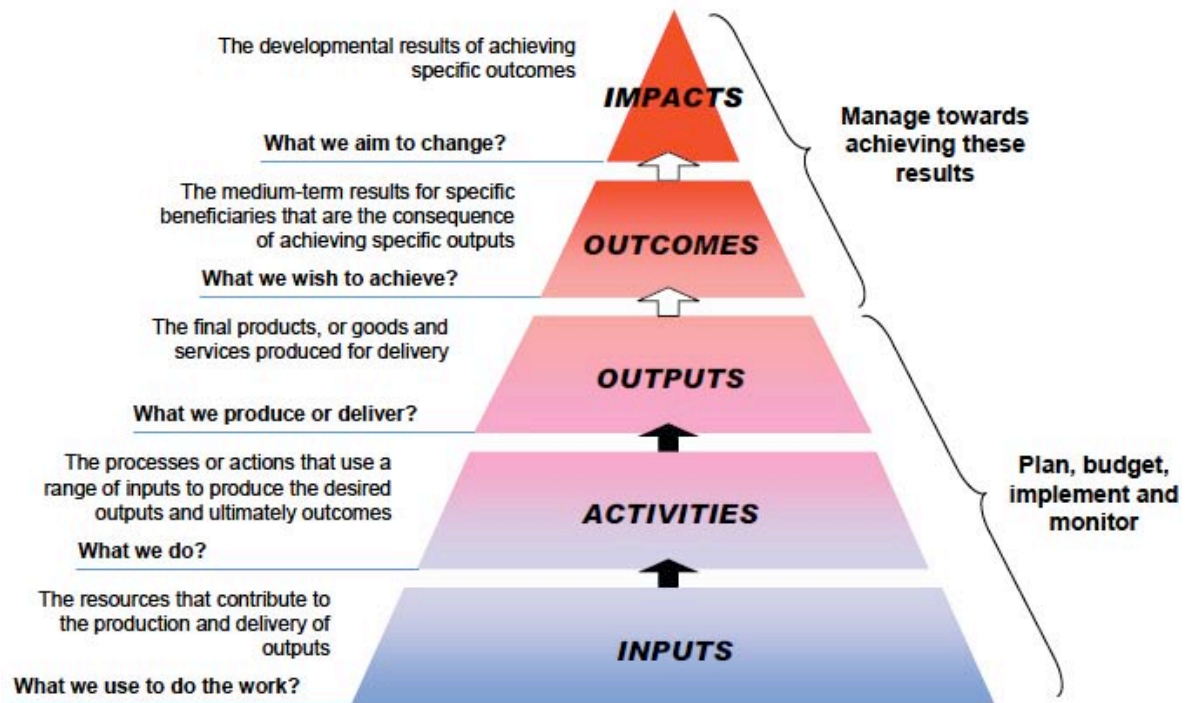
A good strategic planning process will outline the priorities, objectives and actions of any institution, including the CPA. Over the course of implementing the plan, monitoring progress and adjusting the plan as necessary. In turn, there should be a report indicating future planning and resource allocation. In a performance reporting model, planning and reporting are two ends of the same process.

It is important to acknowledge that planning and performance reporting occur in many formats and for varied purposes. Good management practice and accountability has led to the development of vast amounts of performance information, some of which should be considered as operationally required, other strategic and some from an accountability perspective, this simply means good governance. It should be noted that as the Bakgatla Ba Moseitlha CPA, we are not exempted from applying and maintain good governance practices and principles.

When dealing public funds accountability assumes critical importance. The importance of handling and reporting on public funds has become the main reason Government is adopted an approach towards outcomes orientation in performance reporting.

Government has the responsibility to ensure *responsible spending*, given the limited nature of public funds. Thus the costs of initiatives must be linked with results to ensure value for money. Figure 1 illustrates key performance information concepts aligned to the outcomes oriented approach with regard to government spending process.

**Figure 1: Key performance information concepts**



The Framework indicated above outlines key concepts that should guide institutions (Including Bakgatla Ba Moseitha CPA) when developing Strategic/Corporate Plans. It recognises that;

- Government institutions and supported initiatives vary greatly in terms of their *roles and responsibilities*
- They therefore develop their plans, policies and programmes in *varied ways and over differing timelines*;
- Some plans are about *activities that are programmed and sequenced* for implementation;



- Others are about possible *responses to uncertain future developments*; and
- Some plans relate *to short-term social or economic challenges*.

Others have a time horizon spanning five years or more, and perhaps extending to thirty years and beyond. In conclusion, strategic plans should be seen as tools to assist institutions/entities/bodies etc. to prioritise and plan the progressive implementation of their legislative mandates, policies and programmes.

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## 18. QUICK WINS AND WAY FORWARD

### What could be some of our 'quick wins'?

- Establish a communications framework.
- Identify and revive existing operational activities
- Revive community representatives.
- Define and decide on the message content for the flyers/booklets.
- Identify sections of the constitution needing review.
- Agree and communicate immediate tasks to delegate.
- Monthly meetings to share information.
- Structured and continuous reporting framework to cover stakeholders and communities.
- Improve reporting turnaround times
- Clarify and communicate roles and responsibilities for the following;
  - Kgosi
  - CPA
  - Municipality
  - Government
  - Communities/beneficiaries
- Clarify Legislative reporting requirements for the CPA.
- Possible workshop to clarify;
  - Application of the Act
  - Support for government programs
  - Stakeholder compact

### What should be our next steps in our strategic journey?

- Implementation and tracking of the approved recommendations of the workshop/report.
- Identify priorities flowing from the workshop for implementation.
- Streamlining and alignment of functions to avoid overlapping.
- Agreement within the CPA on the approach towards integrated planning.
- Identify projects we need to focus on.
- Identify possible office space and logistics.
- Consultation and communication with key stakeholders.

- Finalise a concise strategic plan document
- Development of a business plan.

### **How should we review, evaluate and course correct or way forward?**

- Timelines
- Reporting of achievements during monthly meetings.
- Strengthen reporting framework.
- Use of vision, mission and strategy as radar, i.e. check if we are still relevant.
- Operation plans with clear timeframes and measurable/attainable objectives.

## **19. KEY POINTS RAISED DURING STRATEGIC CONVERSATIONS FOR FURTHER DISCUSSION...**

- Future business model, with the commercial entity that is planned, what is going to be the relationship with the CPA?
- How do we brand/ re-position ourselves as a new commercial entity?
- Going forward, will our current legislative framework support our
  - Ambitions and strategic direction and
  - Preferred future, i.e. commercial entity?

## 20. COMMENTARY FROM THE FACILITATOR

It is clear from the comments and perceptions of participants in the strategy planning session that they feel that the purpose, role and goals for the Bakgatla Ba Moseitlha CPA should not be established in isolation from all relevant stakeholders. Some level of excitement and expectations have been created, which is a positive platform to move from. There is without a doubt still work to be done to solidify and sustain this unfolding process, this can be seen in some of the fears that have been highlighted. The challenge faced by the Committee Executive is to ensure that the fears highlighted do not in any manner shape or form, become 'scapegoats' for non-performance. It has to be ensured going forward, that fears raised do not influence the positive spirit created during the discussions.

From my assessment as an outsider, I was able to pick up the following;

- There is hope for better processes and broader management to address weaknesses in the CPA processes, provided this planning process is taken forward.
- There's a window of opportunity waiting if as a CPA (gradually involving stakeholders) you take time to get the basics right and start functioning as a collective.
- The processes you started will change management perceptions and thinking.
- Once tasks and responsibilities are allocated accordingly, there is hope for seeing people working together and not against each other.
- Once a comprehensive communications process is finalised interaction with all stakeholders will take a turn for the best.

From an Executive point of view, it becomes critical to work in tandem as a team. This process should not be seen as the sole responsibility of an individual or individuals; rather as a collective process. The one major disadvantage of one person seen to be driving this process could further justify, the feeling, right or wrong that there is no need to get involved at all. As an Executive, it is important that the entire team be able to see application of the process coming from all members.

The one thing that should not happen is for the Executive to be seen as operating in silos, else the desired unity and collective responsibility required to take this entire CPA team forward will not be mirrored at lower levels. The implementation of this process has to be leadership led; this will create a compelling platform for change to occur.

Thank you.

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