

**OPENING REMARKS BY MR. C. M. LEKAUKAU CHIEF EXECUTIVE OFFICER BOTSWANA TELECOMMUNICATIONS AUTHORITY (BTA) ON THE OCCASION OF PRESENTATION OF THE BTA FIVE YEAR STRATEGIC PLAN DURING THE FURTHER LIBERALISATION STAKEHOLDERS FORUM 1 FEBRUARY 2005**

Let me first thank you all for attending this evening's session which is also our farewell dinner. We are happy to be with you this evening to introduce the BTA strategic initiative, which is underlined by the theme "Power in Performance". We are gathered here this evening in order to celebrate the present and future which we hope, will be a bright one as you will soon discover.

The BTA has been operating as an independent telecommunications regulator since December 1996. Having successfully delivered on numerous programmes during the past eight years, we continue to identify future challenges and opportunities that will have a pronounced impact on our service delivery as an organisation and our role in the broader communications industry of Botswana e.g. the impact of further liberalization on our staffing competencies.

To this end, we have embarked on strategy formulation and performance management projects that have been carefully scoped for the next 5 years. The plans and systems that have been constructed have been instrumental in establishing our strategic game plan that will focus all of our efforts in servicing the needs of our stakeholders. The strategy document formulated to capture our ideas has been given a blessing as a draft document by the BTA

board, subject to further consultations with key stakeholders. However, this is a tall order.

We have, through the process redefined both vision and mission statements, and linked our values to supporting these.

Together with our staff we created a new vision of being a leading world class communications regulator which exists to create and sustain an effective communications regulatory environment to the satisfaction of stakeholders.

Our game plan has been based on the principles of a productivity strategy and our organizational scorecard lists the improvement of the productivity levels in all of BTA's business Units as a key objective. More specifically, we intend improving the in turn-around time on licensing and also intend improving the turn-around time for the resolution of disputes.

In order to achieve these objectives, we needed to improve on the use of technology, especially the spectrum management system, change our structure and incorporate a new business unit in the form of Compliance and Consumer Affairs and ensure that our people demonstrate the correct competencies in order to deliver against our strategy.

In order to ensure the successful implementation of this strategy, we are introducing a performance management system that will align all

of our outcomes and objectives back to the strategic intent of BTA. The performance management system is based on the Balanced Scorecard technology and during the course of this session, we will be sharing more details in this regard as well as pertinent strategic information.

I would like to underscore the fact that we adopted an all-inclusive approach aimed at involving all levels of staff as a strategy to promote acceptance. This strategy was characterised by a series of consultative workshops, individual interviews and other consensus seeking exercises. The staff communication champions play an integral role in communicating the strategy into the organisation and up-skilling the BTA staff so that they may embrace and live by the vision for the organisation. These staff communication champions were elected by their colleagues and have excelled in the performance of their duties.

To this end a special thanks to the staff of the BTA as all of whom have played a role in the formulation of our strategy and the implementation of the enabling performance management system. Special thanks also go to the Board which has also undergone a number of workshops during the process. I must say that we have had an exceptional team in Natalie and Roland, our consultants from L R Consulting in South Africa, who have been part of the BTA staff during the exercise. They undertook this exercise as if they were members of the BTA staff and would not allow it to slip up. I would

like to thank them on behalf of the Board, staff and on my own behalf for their untiring efforts in making the exercise a success.

Once again welcome to this evening's session I trust that you will have an enjoyable evening with us. I thank you all for your attention.

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