



BUSINESSBOTSWANA



STRATEGIC PLAN

2018-2023

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Resilient nations.*

CONTENTS

Foreword	ii - iii
Acronyms	iv - v
Executive Summary	vi - xi
1.0 The Methodology	1
2.0 Situation Analysis: Key Findings	3
2.1 Macro-economic environment	6
2.1 Internal Environment Scan	8
2.2 The External Environment Scan	9
2.3 Stakeholders' Analysis	11
2.4 Key Challenges	14
3.0 Mission, Vision and Core Values	17
4.0 The Strategic Plan	18
4.1 Strategic Thrusts	18
4.1.1 The dynamics of the Four Strategic Thrusts of Business Botswana	19
4.2 Justification	19
4.3 Strategic Objectives	24
5.0 The Implementation Programme	34
5.1 The Expected Outcomes	34
5.1.1 Specific Expectations	34
5.1.2 General Expectations	36
6.0 Monitoring & Evaluation Framework	37
7.0 The Resource Mobilization Plan	38
8.0 Annexes 1 Logframe Matrix for Business Botswana M & E Implementation Plan	39-84

Foreword

I am delighted to introduce the organisation's aspirations for the next five (5) years and beyond. Our last Strategic Plan ended in December 2016 and this is called for a new strategy to guide Business Botswana's direction going forward.

Business Botswana (BB) has developed a five (5) year Strategic Plan based on extensive consultative workshops to identify gaps and further identify solutions to ensure that BB is an inclusive institution for all organisations in consultation with Government.

It is worth emphasising that, these consultative workshops resulted in a clear direction and vision for BB as an organisation. Activities over the next 5 (five) years have been identified to guide us in making best decisions for internal and external stakeholders.

The overall objective of Business Botswana has always been and remains to be to enhance the competitiveness of the private sector to continue tapping new markets and promoting sustainable development. Importantly for the Botswana business market to be outward focused as the local market is very small.

Business Botswana Strategy will be guided by four (4) Strategic Thrust, twenty- four (24) Objectives and 134 Actions.

Although the priority areas and goal statements will remain constant, the measurable objectives and tactics used to reach those objectives will change over time. The strategic plan will periodically be evaluated and refocused as the economic environment and Business Botswana continue to evolve.

Equally critical is the fact that internal resources and ability to implement remains a concern. To effectively serve our members, it is imperative that we continue to collaborate and build on our alliances with local, national, regional and international networks; create a thriving private sector and most importantly make our services more accessible in all districts, and last but more importantly, be relevant and serve purpose to our members.

Business Botswana ought to be the organisation that companies strive to belong. It is without a doubt that the strategy has outlined many crucial objectives we have set for ourselves for the next five (5) years; objectives that focus on what we believe will push private sector to achieve the goals of this nation; objectives that talk to employ-

will push private sector to achieve the goals of this nation; objectives that talk to employment creation and wealth creation.

The role of the United Nations Development Programme (UNDP) has been very instrumental in ensuring that this strategy review and the development of the strategic direction for Business Botswana as they assisted with technical and financial support. We thank you and appreciate your assistance.

The growth of Business Botswana, and its ability to play a significant role in the growth of the economy of Botswana is significant, and as an organisation we are optimistic of the success in achieving our goals.

We should all work together to achieve the goals set in the BB Strategic plan, importantly achieving the goals of VISION 2036.

Business Botswana is committed to make things happen!!

Gobusamang Keebine

A handwritten signature in black ink, appearing to be 'Gobusamang Keebine', written over a vertical line.

Business Botswana, President

Acronyms

BB	Business Botswana
ACBF	African Capacity Building Foundation
ADR	Alternative Dispute Resolution
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AGOA	African Growth and Opportunity Act
BITC	Botswana Investment and Trade Centre
BM	Business Mauritius
BNZ	Business New Zealand
BOCCIM	Botswana Confederation of Commerce and Industry and Manpower
BQA	Botswana Qualifications Authority
CEO	Chief Executive Officer
CFTA	Tripartite and the Africa Continental Free Trade Area
CII	Confederation of Indian Industry
COMESA	Common Market for Eastern & Southern Africa
CRM	Customer Relationship Management
CSI	Confederation of Singapore Industry
CSR	Corporate Social Responsibility
DANIDA	Danish International Development Agency
DFID	Department for International Cooperation
DI	Confederation of Danish Industry
EAC	East African Community
EDD	Economic Diversification Drive
EPA	Economic Partnership Agreement
ERCP	Efficiency and Cleaner Production
EU	European Union
FDI	Foreign direct investment
GCI	Global Competitiveness Index
GDP	Gross domestic product
GITF	Gaborone International Trade Fair
GIZ	Germany Cooperation Programme
GSP	Generalised Scheme of Preferences
HACCP	Hazard analysis and critical control point
HLCC	High Level Consultative Committee

GSP	Generalised Scheme of Preferences
HACCP	Hazard analysis and critical control point
HR	Human Resource
ICT	Information and Communication Technology
IUMP	Industrial Upgrading & Modernisation Programme
JICA	Japan International Cooperation Agency
KPI	key Performance Indicators
LLCC	Local Level Consultative Committee
M&E	Monitoring & Evaluation
MNCs/TNCs	Multinationals Companies/Transnational Companies
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
NBC	National Business Conference
NDP	National Development Plan
NGO	Non-governmental organizations
OECD	Organisation for Economic Co-operation and Development
OEM	Original Equipment Manufacturing
RISDP	Regional Indicative Strategic Development Plan
SACU	South African Customs Union
SADC	Southern African Development Community
SATI	Southern African Trade and Investment Hub
SDG	Sustainable Development Goal
SEZ	Special Economic Zones
SIDA	Swedish International Development Cooperation
SLCC	Sector Level Consultative Committee
SME	Small and Medium Enterprise
SOE	State Owned Enterprises
SPSF	SADC Private Sector Forum
TFA	Technical & Financial Assistance
TFTA	Tripartite Free Trade Area
ToR	Terms of Reference
TSI	Trade Support Institution
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development

Executive Summary

(a) Background

Business Botswana (BB), registered in 2015, It is the successor organisation to the Botswana Confederation of Commerce and Industry and Manpower (BOCCIM). Business Botswana is an independent not-for-profit organization funded, owned and managed by the private sector of Botswana. BB acts as the “Voice of the private sector” and leads the way for private sector development in Botswana. It represents all the employers’ associations and the business associations and its membership includes regional chambers of commerce, sector associations, business groupings, direct corporates and enterprises, and professional bodies from all over Botswana. The governance and organizational structures of Business Botswana comprise a Board of Governance, which is the supreme authority of the organisation and a management team, which is responsible for the day to day operations. Under the NDP-11 and on the installation of the new President of the Republic of Botswana, Business Botswana is called upon to play a catalytic role in the economic development and social transformation agenda of Botswana.

(b) Context

Botswana has, since its independence in 1966, been one of Africa’s fastest growing economies on the strength of its diamond industry, political stability, prudent economic management and good governance. The country is recovering steadily, albeit slowly from the world financial crisis and the fall in diamond prices. The pre-eminence of the mining sector is declining and there is an urgent need to diversify the economy. This re-orientation has placed the private sector in the centre stage of economic development as the engine of development and growth. The local private sector has now to rise to the challenge to effectively create more jobs, generate export earnings, accelerate transfer technology and innovation, and promote business linkages and entrepreneurship development. The Botswana’s development perspectives have been mapped out in the National Development Plan 11 and by Prof. Michael Porter. However, there is still room to add a few more layers to the economy to make development more comprehensive, inclusive and sustainable, specifically through the development of export-oriented manufacturing and value-added services sectors.

(c) Methodology

The approach adopted in the preparation of this strategy comprises extensive literature review, comprehensive consultations, focus group meetings, face-to face structured interviews, high level consultative workshop, visits to regional councils, mystery shopping and a National Validation workshop. The assignment has been completed with the support of the UNDP office in Botswana, the Board of Governance and the Strategy Planning Committee of Business Botswana, the top management of Business Botswana, and key public and private sector stakeholders and clients of Business Botswana.

(d) Situational Analysis

The environment scan, both at the internal and external levels, reveals the main challenges, constraints and shortcomings impeding the smooth development and expansion of the private sector in Botswana, on the one hand, and the opportunities available to the them, on the other hand.

The PESTLE analysis confirms the good health of Botswana as a country, which has strong political, social and economic fundamentals. However, the predominance of the public sector, the difficult business climate and the lack of competitiveness of the private sector are major impediments towards achieving the set national objectives of the National Development Plan 11.

The entrepreneurial landscape in Botswana is dominated largely by State Owned Enterprises (SOEs) and small and medium enterprises (SMEs). The private sector employed 47.7 % of total workforce and contributed only 9.7 % to total exports in 2017. The level of involvement of Botswana SMEs in export activities is relatively low. Diamond remains the main export item followed by electrical machinery and equipment and parts, beef and other manufactured products. Exports have dropped from US\$ 7.3 billion in 2016 to US\$ 4.9 billion in 2017, representing a 32% reduction. Additionally, FDI flows into Botswana have been very erratic, falling from US\$ 679 million in 2015 to US\$129 million in 2016 and rising to US\$ 401 million in 2017.

However, a fresh breeze of change is blowing over Botswana following the installation of the new State President, who is showing strong commitment and disposition towards the private sector to take the leadership role in driving inclusive and sustainable development and growth of Botswana.

The service offering and service delivery have not evolved to meet the exigencies of the fast globalising world economy. The general expectation of stakeholders is for Business Botswana to graduate from a transactional (business-as-usual) to a transformational mode so as to improve its efficiency and effectiveness by diversifying and embedding more value for money services to meet and exceed the expectations of its stakeholders.

The environment scan provides a methodical analysis of the constraints and challenges impeding Business Botswana to advance to the league of efficient and effective national apex private sector bodies, at par with other peer organisations, namely Business New Zealand (BNZ), Business Mauritius (BM), the Confederation of Danish Industry (DI), among others. The constraints and challenges were further examined at a High-Level Consultation Workshop to identify the critical gaps, which require urgent attention.

(e) Critical Gaps

The deep-dive analysis categorized constraints and challenges facing Business Botswana into four themes, namely:

(1) The legal, regulatory and administrative frameworks undermining the development and growth of the private sector in Botswana;

(2) The programmatic (operational) challenges inhibiting private sector to achieve economic efficiency and international competitiveness;

(3) The level of commitment of the private sector towards good governance, ethical business practices and engagement with the community to promote sustainable and inclusive growth; and

(4) The absence of institutional leadership from Business Botswana owing to internal structural and systemic problems.

The above critical gaps have helped shape the new orientation of Business Botswana to achieve its ambitious and audacious Mission, Vision and Strategic Objectives.

(f) The Way Forward

The way forward lays out an integrated framework for the 5-year Strategic Plan, comprising the vision and mission statements, the strategic thrusts, the strategic objectives and the Implementation Programme, and management tools and platforms to measure, monitor and evaluate its performance. The strategy and Implementation Programme were presented to the stakeholders at a National Validation Workshop.

Vision

“To make Business Botswana the foremost business organization driving sustainable and inclusive economic development and social transformation of Botswana”

Mission

“To serve as the unified voice of business, striving to enhance business environment and build the vitality and competitiveness of the private sector in Botswana”

(g) The Strategic Thrusts

The strategic thrusts represent the four pillars and foundation stones of the strategic plan. These are:

1. Making business happen through policy advocacy and lobbying

The business environment was ranked 81 out of 190 countries, representing a drop of 9 ranks compared to 2016. On the other hand, Botswana improved its ranking in the Global Competitiveness Index (GCI) by 1, from 64th to 63rd during the same period. Business Botswana is called upon to play a leadership role in advocacy for improvement in legal, regulatory, administrative and institutional frameworks and to engage in active lobbying to bring sustainable economic reforms.

2. Building the vitality and competitiveness of the private sector

The private sector of Botswana is inward looking and competes for the small domestic market, with focus on public tenders. The economic operators are not export ready to compete and win at the regional and international levels. Botswana has so far been unsuccessful to take advantage of the preferential market access under SACU, SADC, EPA, AGOA and GSP. Business Botswana endeavours to build and strengthen the competitiveness of the local private sector through structured capacity building programmes in collaborative partnership with other agencies and institutions.

3. Engaging the private sector in promoting economic development

The commitment of the private sector to good governance, ethical business and its engagement in community services is low and erratic. To help the private sector play a more prominent role in promoting sustainable, balanced and inclusive growth, sector in economic development, ethical business and corporate social responsibilities.

4. Making Business Botswana a more efficient and effective organisation

Business Botswana is at crossroads, on its transition from the national employers' and business association to becoming the "apex" body for all the businesses in Botswana. Business Botswana is built on the governance and organisational structures of BOCCIM and is continuing to operate on a "business-as-usual" mode, providing the same services to its members, using outdated practices, processes and values that have been carried-forward onto the new organisation. Going forward, Business Botswana wishes to become an efficient, effective and relevant business organisation at par with the most performing apex bodies in the world. This calls for a complete overhaul of Business Botswana's structures, systems, products and processes so as to provide value-added services to its members, stakeholders and clients

(h) Five-Year Strategic Plan and Implementation Programme

Business Botswana needs a new orientation to remain relevant and to contribute meaningfully to the economic development and social transformation of Botswana. This position is shared by the highest political authority, key national public and private sector institutions, and the main stakeholders and clients of Business Botswana. The Five-Year Strategic Plan (2018-2023) effectively promises to deliver on the set goals and objectives, which are aligned to NDP-11. The Business Botswana's strategy presents an overarching framework for structural and systemic reforms of Business Botswana's operations and governance structures, to transform Business Botswana into the premier national private sector organisation of Botswana. The integrated strategic and Implementation Programmes are built around the four Strategic Thrusts, which aim to answer the following questions:

- What Business Botswana can do on behalf of its members?
- What Business Botswana can do for its members?
- What Business Botswana can do with its members?
- How Business Botswana can become a more efficient and effective organisation?

Each strategic thrust aims to address an identified critical gap. The four strategic thrusts encompass 24 strategic objectives, which are Specific, Measurable, Achievable, Result-oriented, and Time based (SMART) and with clearly defined outcomes and milestones.

The 24 Strategic Objectives are further cascaded into 134 Strategic Actions, with each action aiming to accomplish a stated result within a given time frame.

The integrated strategy also comprises:

- a.) A Measuring, Monitoring and Evaluation Framework in the style of a Logframe Matrix, with clearly spelt out key Performance Indicators (KPIs), and
- b.) A Resource Mobilization Plan, which is a management tool to guide the utilization of resources (human, financial and institutional) to achieving the expected outcomes.

1.0 THE METHODOLOGY

The planning process for the development of the 5-year Strategic Plan and Implementation Programme for Business Botswana was built on extensive research (literature review), broad benchmarking against performing apex private sector bodies worldwide, intensive brainstorming, comprehensive consultations with public and private sectors, structured interviews and focus group meetings, an interactive high-level workshop conducted in the style of competitive foresight exercise with key stakeholders, clients and beneficiaries, and a National Validation Workshop. This process required extensive travelling across Botswana to meet the Regional Councils and the economic operators in Gaborone, Lobatse, Kanye, Ghanzi, Selibe Phikwe, Palapye, Francistown, and Maun. The proposed strategy provides Business Botswana with home-grown solutions, co-created together with the stakeholders, and which offers specific answers to issues impeding private sector development in Botswana. The overarching objective is to design and develop sustainable solutions that will have positive and perennial impact on Business Botswana's future role as the premier private sector organisation in Botswana.

The methodology combines bottom-up and top-down approaches in identifying the strategic, administrative and operational issues for co-creating home-grown sustainable solutions.

The main objective of this all-inclusive analytical, learning and consultative approach was to ensure maximum participation of and buy-in by key stakeholders, clients and beneficiaries of Business Botswana.

Analytical to review and assess past experiences

Learning to capture best practices from elsewhere, and

Consultative to ensure home-grown solutions

The main features of the methodology comprised the following actions:

- Literature Review
- Benchmarking
- Internal Consultations
- Focus Group Meetings
- Structured Interviews
- High level Consultative Meetings
- Visits to Regional Councils
- Strategy Planning Workshop
- Ears to the Ground (Mystery shopping)
- Debriefing
- Multi-tier Validation process

The fundamental principle of the Strategy design follows the following logical framework:

- It is co-created and owned by the stakeholders
- It is inclusive and consultative in approach
- It is capacity building oriented
- It is aligned to National Development Plans and orientations
- It is comprehensive in scope
- It sets need-based and development-led priorities
- It defines objectives and actions that are clear, specific and measurable
- It is implementable

2.0 Situation Analysis: Key Findings

A comprehensive situational analysis was conducted during the diagnosis and consultation phases. Large amount of valuable quantitative and qualitative data, information and intelligence have been collected from Business Botswana and its stakeholders, clients and beneficiaries about the challenges facing and opportunities available to Business Botswana, in particular, and Botswana’s private sector, in general, in defining its role as the engine of growth. The findings are critical for the development of a viable Strategy for Business Botswana. The findings have been categorized and presented as follows:

- External Environment Scan
- Internal Environment Scan
- Stakeholders’ Analysis
- Key Challenges

2.1 The External Environment Scan

The external scan is premised on a PESTLE analysis and a review of the prevailing macro-economic conditions.

Table 2: PESTLE Analysis

Political Factors	Political Stability	Botswana enjoys a stable political environment, with smooth transfer of power at the level of the Head of State. The Constitution provides for three arms: Legislature, Judiciary and Executive. The Government is committed to reinforcing democratic values and to drive sustainable, inclusive and balanced economic development and growth to improve the overall standard of living of the population. Government policies and development frameworks are drafted in programmes like the National Development Plan, e-Gov, Economic Diversification Drive (EDD), the National ICT Policy Master Plan, among others. The smooth installation of the new President of the Republic has infused a fresh momentum in the economy through his pro-business disposition and renewed support to a private sector economic development model. This augurs well for business in Botswana.
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	Government System	Botswana is a democratic society with regular free and fair elections under a multi-party system. The President is the Head of the Executive arm and presides over the cabinet of Ministers (he is the head of state and head of government).
Economic Factors	Globalization	The economy is slowly but steadily turning around after the financial crisis and drop in diamond prices. Growth will be +5% for this year, a decent growth rate compared to other peer countries in Africa. Globalization presents both opportunities and threats for Botswana. As part of a global village, Botswana can benefit from the global economic opportunities. However, this also means it is equally vulnerable to the global dynamics like international business trends and competition
	Regional and International Economic cooperation	Botswana is an active member of SACU and SADC, among others. Botswana also benefits from preferential market access to the EU under the EPA, to the USA under AGOA and to most of the developed markets under GSP. Botswana is also engaged in the EAC-COMESA-SADC Tripartite and the Africa Continental Free Trade Area (CFTA)
	National	Botswana has relied heavily on its diamond industry for its economic development. Government policy is shifted from reliance on diamonds to economic diversification, with focus on value-added services like tourism, financial services, ICT, and deepening agriculture and agro-processing activities. Opportunities also exist for light manufacturing and development of Special Economic Zones. The closing of the mine is causing major problems in the Selibe Phikwe region.
Social Factors	Population Demography	The population of Botswana is relatively small at 2,024 904 (2011 Population and Housing Census) but it has a high number of youths and women (over 30%) available for employment. Business suffers from a severe skills mismatch and a rigid labour market. The high prevalence of HIV-AIDS is another major handicap. Botswana has the second highest HIV-AIDS infection in the world, with HIV prevalence in excess of 20% of the population in cities and towns.

	Culture	Botswana has a rich culture which dates back to centuries. The arts and crafts, the language and lifestyle are all deeply entrenched in traditions and customs that have forged the Batswana. Gaborone and Francistown offer excellent cosmopolitan Live and Work environment.
Technological Factors	Commnication and interaction of people	Botswana has good internet and telephone connectivity both locally and internationally through undersea fibre optic. Social media is gaining strong foothold in Botswana.
	Renewable Energy	Botswana is successfully tapping and managing renewable energy sources, with regards to wind and solar farms and effective water resource management. Botswana may serve as a role model for other countries to emulate.
Envirometal Factors	Geogra-phy	Botswana is a landlocked country covering an area of 582,000 square kilometres, and shares borders with Zimbabwe, South Africa, Namibia and Zambia. The closure of mines is creating internal geo-political imbalances. Botswana is home to huge deposits of coals and other minerals
	Climate & Soil	Drought is a recurrent phenomenon and most rivers are seasonal. As the rivers mostly have sources outside Botswana, the utilisation of their water is subject to riparian states. About two thirds of the country is covered by soil which is infertile. There is possibility to develop new desert-based activities. The eastern part of Botswana is suitable for modern farming techniques for fruits and vegetables.
Legal Factors	Legislation and policy framework	Botswana has a dual legal system; that is the received law, Roman Dutch Law subsisting side by side with customary law. Extensive laws, regulations, codes and administrative frameworks govern doing business in Botswana. Judiciary is one of the three constitutional pillars of government together with Legislature and the Executive. Botswana is an active member of most international organizations and agreements such as the United Nations, World Bank, International Monetary Fund, African Development Bank, World Trade Organisation, the Commonwealth, the African Union, Southern African Customs Union, Southern African Development Community, among others.

2.1.1 Macro-Economic Environment

Botswana is one of Africa's best performers in terms of continuous growth since independence, averaging over 5% growth annually. Unlike most of its peers, Botswana was more resilient to the shocks of the 2008 global financial crisis, achieving growth of 8.5% in 2010 after experiencing a negative growth of -7.6% in 2009. However, growth remains erratic, rising to 11.3% in 2013 and contracting to -1.7% in 2015, due to the drop in diamond prices. The economy has since turned around with GDP reaching 4.3% in 2016 and 4.5% in 2017. It is expected to end 2018 at 5%.

On the investment front, the situation is not too reassuring, with net inflow of FDI falling to US\$ 129 million in 2016, compared to US\$ 679 million in 2015. FDI regained its buoyancy in 2017 to reach US\$ 401 million. Private sector investments continue to trail public investment. However, public investment is not creating enough jobs.

The unemployment rate remains relatively high, more importantly women and youth unemployment, estimated at +30%. Jobs in the rural area continue to be scarce. Labour productivity is low and availability of skilled labour is difficult. Skills mismatch and labour market rigidities are major handicaps for competitiveness and optimal resource mobilization. The closing down of mines in Selebi-Phikwe is depressing the regional economy further.

The mining sector still accounts for over 85 % of total exports, with diamond accounting for over 70% of export revenue. The private sector's contribution to overall exports was a meagre 9.1% last year. Most of the SMEs are not export ready and the products are not competitive in the regional and international markets. Moreover, Botswana is not taking full advantage of the preferential market access under its different trade agreements, most explicitly under SACU, SADC, EU-EPA, AGOA and GSPs.

The informal sector remains large, which in turn affects the overall productivity and efficiency of labour and product markets. The propensity of growth of micro enterprises operating in the shadow economy is insignificant.

The entrepreneurial landscape is heavily skewed in favour of Micro, Small and Medium Enterprises (MSME). The MSMEs sector is a major job creator in Botswana. The sector is dominated by subsistence entrepreneurs, who are inward looking, surviving principally on the domestic market, and lack the competitiveness to play and win in the regional and international markets.

The services sector holds good promise of development, mainly the tourism, financial

services and ICT sector. However, the level of value-added in these services is still low and can be further enhanced. Scope exists to develop a suite of new value-added services in Botswana in the hospitality, property and real estate, health and wellness, and education and skills development, and creative industry among others. The business climate, although better than other African countries, is still difficult. The World Bank Doing Business Report ranks Botswana at 81 out of 190 countries in 2017, representing a drop of 9 ranks from its performance in 2016. The legal, regulatory and administrative frameworks are not conducive and friendly to investors, more particularly bureaucracy and red tape, corruption, inefficient and inadequate infrastructure, weak institutional framework, insufficient investors' protection, and apprehension for foreign investors. The investment climate continues to suffer because of lack of policy coherence and institutional alignment. A host of public and private sector institutions presently provide a wide range of uncoordinated, disparate and ad-hoc services to the private sector in Botswana. This creates major overlaps and gaps in service delivery. Bloated ego of and turf fighting between these Trade Support Institutions (TSIs) are inhibiting institutional alignment.

The timing is opportune for Business Botswana to fill in the leadership space by assuming its rightful role as the driver of the private sector and asserting its mandate of the unified voice of business in Botswana. More importantly Business Botswana should strengthen its role in policy advocacy and extend its oversight on and participate more forcefully in key national issues like economic diplomacy, national budget, labour and industrial laws, fight against corruption, competition policy, promotion and national branding among others

2.2 Internal Environment Scan

Business Botswana has initiated its transition from BOCCIM to an Apex body model, since 2015. However, the governance structure, organization set-up, services offerings and delivery, processes, tools and techniques, and core values have remained unchanged, highlighting the organizational misfit to meet the exigencies of business in a fast globalizing world economy.

Internal consultation with top management, in the style of a SWOT analysis and a visioning exercise revealed the structural, systemic and managerial weaknesses of the organization. The findings are presented in the SWOT analysis below.

Table 3: SWOT analysis

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> • Respected policy advocacy role • Good physical infrastructure and location • Dedicated staff members • Goodwill, good relationship with Government • Only recognized employer organization & Chamber of Commerce in the country • Valuable Resources: in terms of human & assets • Qualified professionals with strong experience, knowledge on the ground • National geographical coverage • Multi-sectoral membership • An established forum for working with government to improve the business environment • The champion for a thriving business environment (represents all sectors) • Recognized by government as the sole voice of business 	<ul style="list-style-type: none"> • Governance issues • Weak financial situation • Limited human resource capabilities • Weak value proposition • Member attribution • Weak leadership (no strategic guidance) • Declining staff's morale and motivation • Unclear process & procedures • A poor documentation of achievements • Clash of governance roles & responsibilities • Inability to present a simple and consistent message about why it exists • Low visibility-absence of a communication strategy • Inability to attract adequate financial support for its work • Absence of a proper M & E framework • Low international footprint

EXTERNAL FACTORS

OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> • New opportunities under NDP-11 • Potential funding from government • Collaborative partnerships • Improved government regulations • Growth of membership, multi-sectoral and multi-disciplinary • Change in Presidency: a VP friendly towards investors/expected relaxation of permits regime • Secretariat as SPSF, being recognized at regional level • Mandatory membership • Understanding and appreciation of Business Botswana's role by the public • New organization and governance structures • Goodwill by sponsors (finances + technical) • Government's willingness to consult the private sector on business regulations • New attributes and services e.g. attracting FDI and export promotion, promoting PPP • Improvement /enhancing of Botswana's Ease of Doing Business index and other international indices 	<ul style="list-style-type: none"> • Proliferation of associations and Chambers of Commerce and Industry • Loss of members • Financial worries • Loss of relevance • Collapse of the structure of dialogue with Government (HLCC, SLCC, & LLCC) • Exorbitant cost of accreditation with BQA for training courses. • Poor public perception of Business Botswana role in the business environment • Loss of goodwill by government and members • Establishment of sectoral associations with similar objectives • Lack of common effort to demonstrate the membership benefits • Slow diversification (leads to slow economic growth)

The metamorphosis of Business Botswana, to graduate into the league of performing apex bodies, at par with efficient and effective organisations like Business New Zealand (BNZ), Business Mauritius (BM), Confederation of Danish Industry (DI), the Confederation of Indian Industry (CII), Confederation of Singapore Industry (CSI), among others, rests on four critical stages:

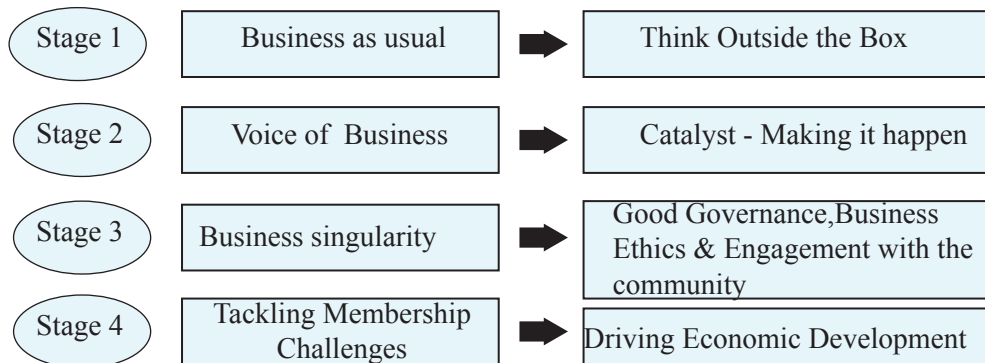


Figure 1: The 4 Stages of Business Botswana Metamorphosis

Such a transformation will necessitate deep reforms at different levels and on different fronts, more precisely:

- The governance structure with regards the composition and size of the Council and their attributions;
- The organisation structure with introduction of new capabilities and expansion of geographic coverage;
- Diversification of services, including embedding revenue-generating services;
- Speed and efficiency of service delivery;
- Smarter partnership with public and private institutions and agencies.

2.3 Stakeholders' Analysis

To achieve its Vision and Mission, Business Botswana has to adopt a more engaging approach to build shared vision and understanding among all its stakeholders, clients and beneficiaries, more explicitly with the government at different levels, the public-sector agencies, private sector organisations, the economic operators, the civil society and academia, and its Council, management and staff. Business Botswana will, then, have to meet and exceed the needs and expectations of its external and internal stakeholders to effectively fulfil its mandate and win the commitment and buy-in of one and all.

The table below provides a synopsis of the Stakeholders' Expectation Matrix.

Table 4: Stakeholders' Expectation Matrix

Category	Stakeholder	Stakeholder Expectations	Business Botswana's Expectations	Potential Strategies in winning support
Government	The President of the Republic, National strategy office	Business Botswana to play a catalytic role in the economic transformation of Botswana as the engine of growth to promote sustained, inclusive, balanced and sustainable development	1. Strong and unfailing support from the Government and its public-sector agencies 2. Receptive to propositions on improving the business climate of Botswana 3. Timely implementation of policies and decisions 4. Some form of financial support	1. Structured and result-oriented meetings with the President at the HLCC to discuss systemic and structural problems 2. Regular meetings with different line ministries to discuss policy reforms and solve administrative and implementation problems 3. Collaborative partnerships with public sector agencies
	Ministry of Finance and Economic Development			
	Ministry of Investment, Trade and Industry			
	Ministry of Foreign Affairs & International Cooperation			

	<p>Ministry of Employment, Productivity and skills development</p> <p>Ministry of Agriculture, Development and Food Security</p> <p>ministries and public-sector agencies and parastatals</p>			
Members	Private sector	<p>1. Business Botswana to play a more aggressive and proactive role in representing the members' interests</p> <p>2. To provide value-adding support services</p> <p>3. To promote the Brand Image of Business Botswana and its members</p>	<p>1. Active participation and contributions</p> <p>2. Payment of dues on time</p> <p>3. Members to take leadership role in their respective industry and community</p> <p>4. To uphold high levels of good governance, responsible and ethical business practices</p>	<p>1. Regular feedbacks from the members</p> <p>2. Regular meetings to discuss impending issues or potential threats</p> <p>3. Organise targeted capacity building of members</p> <p>4. Provide focused assistance and support programmes</p>

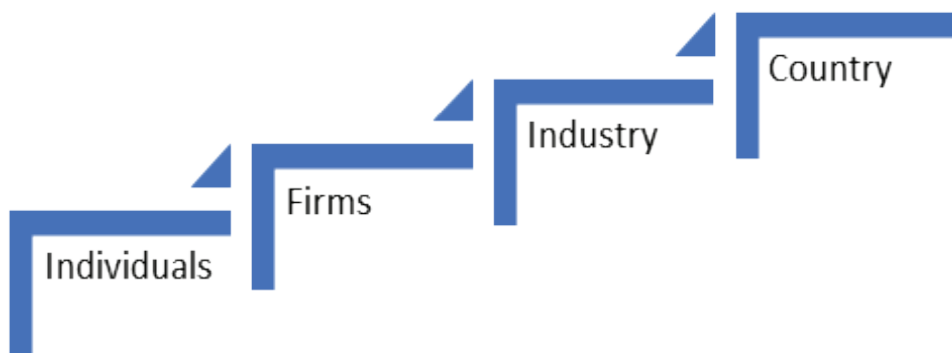
Non-Members	Private sector	Business Botswana to act as the Voice of all businesses in Botswana and to provide efficient advisory and support services to promote the cause of business in general	Non-members to become fee paying member of Business Botswana	<ol style="list-style-type: none"> 1. Organise focused networking events targeting non-members 2. Provide dedicated service for non-members
Civil Society	Academia and NGOs	Better coordination and cooperation on policy issues	Support and valuable contributions and proposals	Create a platform for structured consultations with civil society

2.4 Key Challenges

Managing transition, be it economic or institutional, is a daunting task, as the biggest of all challenges is “changing mindset”. Officers in particular, and people in general, are used to their comfort zones and there is always resistance to change. The problems get compounded as the needs and requirements of economic operators keep on evolving and must be met. Botswana is undergoing its economic transition and offers Business Botswana new dimensions and direction. To both these initiatives, several structural and systemic challenges have been identified during the diagnostic and consultation phases. The full list of challenges and issues impeding the smooth transition of Botswana and Business Botswana are given at Annex 4.

The challenges and constraints facing the private sector occur at different levels, viz;

Figure 2: Different levels of challenges



1. Challenges facing the entrepreneurs (Individuals)
2. Challenges facing the companies (Firms)
3. Challenges facing the sector/cluster (Industry)
4. Challenges facing Botswana (Country)

The list of challenges identified are:

Box 2: Key Challenges

Key Challenges

- Constraining legal, regulatory and institutional frameworks
- Difficult business climate overloaded with heavy bureaucracy and red tape, and corruption
- Absence of policy coherence and institutional alignment
- Lack of clarity, equity and predictability of public administration
- Lack of consultation of critical issues and problem areas
- Absence of collaboration and cooperation among agencies (turf fighting & bloated ego)
- Low ranking in international indices
- Absence of evidenced-based research and policy papers
- Poor competitiveness of products, firms, industry and country
- Discordant industrial relation and poor work ethics
- Low productivity, industrial research and innovation
- Overdependence on the State and public service
- Overreliance on the diamond industry and slow diversification
- Non-compliance to international standards & norms
- Small domestic markets
- Lack of capacity building and empowerment of entrepreneurs
- Inefficient and inadequate business support infrastructure
- Lack of support to MSMEs, Women and Youth entrepreneurs
- Low export readiness
- Absence of aftercare services
- Attitude and lack of accountability of civil service
- Rigid labour market and skills mismatch
- Deficiency in value-added support services to business
- Lack of access to credit and finance
- Market inefficiency for products, capital and labour
- Attitude towards foreign investor and investment

Following a high-level consultative workshop, which was conducted in the form of a strategic visioning exercise, the challenges were further distilled and prioritized as: (i) those requiring immediate attention, and (ii) the medium-term priorities.

The table below provides an overview of the challenges, which have been prioritised by the stakeholders, confronting the private sector:

Table 5: Short Term and Medium-Long term actions

Immediate and Short term Actions needed (Quick-wins)	Medium-Long term challenges
<p>Address Bureaucracy and Red tape</p> <p>Improve Poor work ethics and aggressive employment relations</p> <p>Clarity and predictability of legal and regulatory frameworks</p> <p>Promote Inclusive and sustainable growth</p> <p>Promote fair Competition</p> <p>Promote research, development and innovation, technology transfer</p> <p>Improve the processing of Work and residence permits</p> <p>Introduce investor aftercare programme</p> <p>Facilitate access to finance and credit</p> <p>Small domestic market – building export readiness</p> <p>Improve compliance to quality standards and norms</p> <p>Build policy coherence and institutional alignment</p> <p>Improve processes for Resistance and Work permits to foreign investors</p> <p>Promote Local Enterprise Development scheme (industries reserved for citizens)</p> <p>Make Licensing for business and not for premises</p> <p>Inward looking enterprises – Export-oriented enterprises</p> <p>Strengthen entrepreneurship development framework</p> <p>Build institutional capacity (BB)</p> <p>Improve revenue stream for BB</p>	<ul style="list-style-type: none"> • Enabling business climate/ higher Ease of Doing business ranking • Fight against Corruption • Promote sustainable, balanced and inclusive growth • Robust diversification and cluster development programmes • Improve accountability of the public sector • Improve Competitiveness & Productivity • Reduce the dominance of the public sector in the economic life of Botswana • Lower costs of doing business • Strong trade facilitation • Promote regional integration to access its benefits • Build efficient infrastructure • Open and friendly environment to FDI • Strong pro-MSME policies • Capacity building of civil service and trade support institution to deliver quality services • Build harmonious work and industrial relations • Address the rigid labour market • Strengthen private sector development programmes <p>Reduce dominance of the informal sector</p> <p>Address skills mismatch</p>

3.0 Mission, Vision and Core Values

VISION:

“To make Business Botswana the foremost business organization driving sustainable and inclusive economic development and social transformation of Botswana”

MISSION:

“To serve as the unified voice of business striving to enhance the business environment and build the vitality and competitiveness of private sector in Botswana”

The Mission will be achieved through the following structured and focused engagements:

- Being at the forefront of business advocacy and lobbying
- Providing leadership and stewardship for a pro-business environment
- Empowering local businesses to achieve its full potential
- Being the catalyst for change and innovation
- Delivering high quality research-based papers and policies
- Providing professional and value-added services
- Leveraging a network of collaborative partnership
- Promoting the benefits of good governance and ethical business behaviour
- Promoting sustainable, balanced and inclusive growth
- Organizing valuable conferences, workshops, seminars, trade fairs & exhibitions

CORE VALUES

- Professionalism and integrity in the delivery of our high value-added services
- Excellence and Result Oriented in our undertaking
- Good Governance and Accountability in our commitment
- Continuous learning and innovation as our guiding principle
- Diversity and Inclusiveness in our scope
- Collaborative and consultative in our approach

TAG LINE

“Creating Prosperity for All Business”

4.0 The Strategic Plan

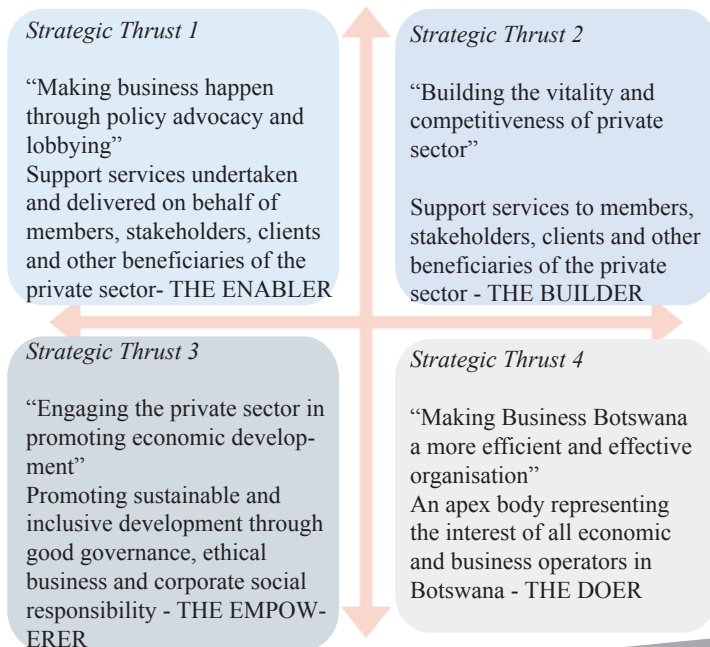
The Five Year Strategic Plan (2018-2023) for Business Botswana defines the strategic orientation of the organization to complete its metamorphosis process and to emerge as the undisputed apex private sector body in Botswana by 2023. The purpose of this Strategic Plan is to harness and build the capabilities of Business Botswana and its members to make significant contribution to national development as the engine of growth promoting sustainable and inclusive development. The Business Botswana's Strategic Plan comprise two components, namely:

1. The Strategic Thrusts
2. The Strategic Objectives

4.1 Strategic Thrusts

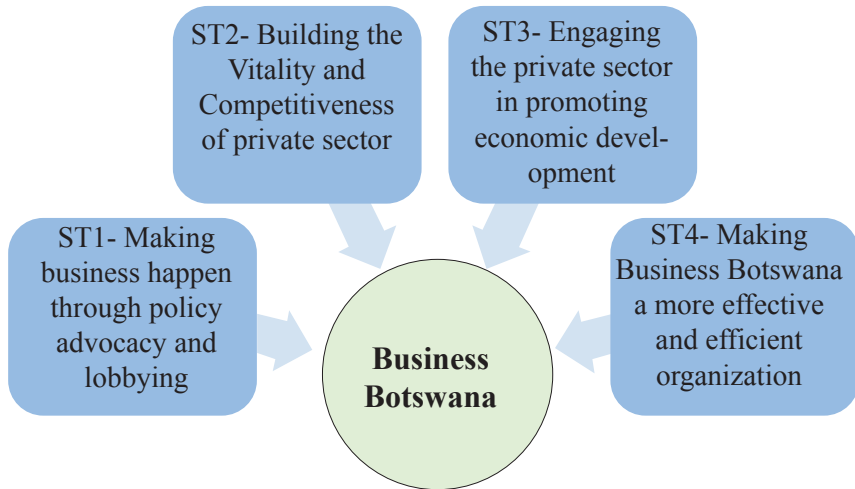
Based on the situational analysis, more particularly the prioritization of the issues and challenges facing the private sector, in general, and Business Botswana in particular, four (4) strategic thrusts have been identified for Business Botswana. These strategic thrusts represent the four pillars and corner stones of Business Botswana as the Enabler, the Builder, the Empowerer and the Doer.

Figure 3: The Strategic Thrusts



The figure below provides a pictorial overview of the four strategic thrusts of Business Botswana:

Figure 4: The 4 Strategic Thrusts of Business Botswana



4.1.1 The dynamics of the Four Strategic Thrusts of Business Botswana

The first three strategic thrusts (the Enabler, the Builder and the Empowerer) are mutually reinforcing, and they collectively go to strengthen the fourth strategic thrust, which deals with Business Botswana, the organization. This approach establishes the centrality of Business Botswana as the indispensable player in making things happen for the private sector. The identified thrusts follow a logical explanation

4.2 Justification

Strategic Thrust 1: Making business happen through policy advocacy and lobbying - The Enabler

The business environment for private sector development in Botswana is difficult. A careful analysis of the findings, more importantly the priority key challenges, and one can identify the

suite of support services that the private sector requires Business Botswana to deliver for them or on behalf of them. These relates to policy space and, which requires regular and easy access to policy makers and key higher civil servants who are responsible for implementing rules and regulations. This falls within the ambit of policy advocacy and lobbying for improvement of the business climate in a country for all economic operators. Such changes are usually done through amendments to existing laws and regulations, enactment of new laws and regulations, and

through administrative notes from different line ministries. Interventions at this level requires that Business Botswana has the capability to effectively deliver, through strong research, policy formulation, forcefully making its case.

The issues listed below cannot be solved by individual economic operators as they are in the interest of a group, sector, and industry and/or for the public at large.

Box 3: General level Challenges facing the private sector

General Level Issues and Challenges:

- Eliminating bureaucracy and red tape
- Improving the business environment
- Eliminating corruption
- Amending or enacting laws and regulations
- Crafting industrial policy
- Reducing the costs of doing business
- Reducing the dominance of the public sector
- Developing pro-MSME or pro-local enterprise policies
- Taxes & incentive policies
- Infrastructure development
- Trade liberalization
- Economic diplomacy and trade agreements
- Capacity building of public service
- Accountability of public service
- Wages and employment rights policies
- FDI policy with regards, entry, exit and expansion of investment, including visa and work and resident permits
- Economic diversification

The above issues/challenges are individually and collectively unfavourable to the smooth development of business in general, and the private sector, in particular. These can only be addressed through policy dialogue, lobbying, negotiations and some arm twisting. Business Botswana as the apex private sector body will de facto assume the leadership role of advocacy and lobbying. Business Botswana will be the Voice of the domestic private sector on the local, regional and international levels.

Strategic Thrust 2: Building the Vitality and Competitiveness of private sector – The Builder

The private sector of Botswana is inward looking and competes for the small domestic market. Economic operators are not taking advantage of the preferential market access to available to them under SACU, SADC, EU-EPA, AGOA and GSP, due to lack of export readiness and competitiveness. There are several issues that are affecting the business community, and which may be effectively addressed by the private sector, in the absence of an appropriate and timely response from the public sector. Business Botswana can play a catalytic role in this process to build the vitality and competitiveness of local private sector through smarter partnership and collaboration. More importantly, Business Botswana can play a catalytic role in creating conditions for the emergence of new industries and services and can encourage its members to take advantage of all these opportunities, such as waste management projects (recycling, composting, waste to energy, setting up of foundries, export of metal scrap, glass blowing), agro and agri-processing, animal husbandry, desert economy, export-oriented manufacturing, fashion and design, jewellery, Basarwa handicrafts. The list is endless.

Such actions will improve the visibility of the organization, gain the respect of the policy makers and the trust of the economic operators. Some of these issues are listed below:

Box 4: *Specific Challenges facing Botswana at the firm level*

Specific Issues/Challenges

- Low entrepreneurship development
- Lack of export readiness
- Low productivity and competitiveness
- Limited access to finance and credit
- Skills mismatch
- Compliance to international standards and norms
- Low product development & quality improvement
- Difficult industrial relations and poor work ethics
- Lack of research and development, and innovation
- Limited International sales and marketing
- Inefficient and ineffective Institutional capacity
- Out-dated production capacity and low technology adoption
- Inadequate engagement in social capital development, good governance and healthy business practices
- Absence of Alternative Dispute Resolution (ADR), Mediation & Arbitration

The above issues are critical for sustained development and growth. However, the issues are within the realms of private domain and stronger Trade Support Institutions (TSIs) are effectively taking the leadership role in addressing these issues, either on its own or in smart partnership with other public or private sector institutions and organizations. These challenges open up opportunities for Business Botswana to venture into newer territories of capacity building and economic empowerment of the domestic business sector. If properly designed and executed these actions can become the generator of future revenue streams for Business Botswana. In fact, Business Botswana should start where its impact will be the greatest.

**Strategic Thrust 3:
Engaging the private sector
in promoting economic
development – The
Empowerer**

The commitment of the private sector to good governance, ethical business practices and its engagement in community services is low and ad-hoc. Business Botswana with its long track record in promoting business and its privileged relations with policy makers is better placed to take the leadership role in helping

the private sector to meaningfully engage in social capital development, good governance and healthy business practices. Business Botswana can add value to its members through advisory support on the trade and investment opportunities that exist on the domestic, regional and international markets.

Business Botswana can effectively promote business linkages with local corporates, regional and international multinationals for joint venture collaborations, sub-contracting, OEM manufacture, franchising, licensing and strategic partnerships.

Business Botswana can collaborate with line ministries and public-sector agencies to develop schemes for the emergence of innovative businesses to promote beneficiation and development of local value-chains. Business Botswana can create codes of conduct and good governance for its members to be socially responsible, environmentally sustainable, fight against corruption and promoting gender equality and youth entrepreneurship.

Private Sector engagement sphere

- Transparency Good governance
- Ethical business practices
- Promote accountability and integrity
- Participation of business in community affairs through CSR
- Promoting industrial peace and harmonious employer- employee relation
- Promoting inclusive growth with focus on women and youth entrepreneurs
- Promote geographically balanced development and growth
- Promote meritocracy through performance appraisal and reward systems

Strategic Thrust 4: Making Business Botswana a more effective and efficient organization – The Doer

Business Botswana is at crossroads, on its transition to achieving apex body status for all private business in Botswana. However, its existing organization and governance structures and its service offering and delivery have not kept pace with its intended development objectives. The level of visibility and acceptance of Business Botswana as a private sector agency that delivers value-for money services to its members and stakeholders, is respected and is consulted on all issues dealing with business, trade and investments, is still low and must be addressed in all urgency. This calls for Business Botswana to improve its efficiency and effectiveness, at all levels and fronts, to graduate into the higher league of the most performing peer organizations.

Above all, Business Botswana should have a national level exposure and acceptance. For such a transition to happen Business Botswana must undergo profound re-engineering of its structure, systems, process and procedures, support services and above all, its service delivery model. The Governance structure should also be re-moulded to make decision making fast and implementation faster. The organization structure will need to be adjusted so as to cater for more exigent requirements of its members. The new Mission and Vision statements, and the revamped set of Core-Values should bond the organisation into “a united Team” of professionals having a shared common sense of direction and purpose, that of building and strengthening the private sector to become the catalyst for economic and social transformation of Botswana.

4.3 Strategic Objectives

Strategic Objectives are clearly defined steps to achieving each strategic thrust. Strategic Objectives need to be SMART (Specific, Measurable, Achievable, Relevant, Time bound). More importantly, the scope of the strategic objectives need to be aligned to Business Botswana’s Vision and Mission to become a reference apex private sector body

Table 6: Strategic Thrust 1

ST1: Making business happen through policy advocacy & lobbying		
Outlook for 2023		
1.Botswana has a clear, transparent, equitable, predictable and rule base framework for doing business		
2.Improved ranking in international indices and survey reports		
	Strategic Objectives	Remarks
SO1.1	To become the “voice of the private sector” for effective policy advocacy and lobbying	Business Botswana should use the excellent multi-tier structures put in place for public private consultation: the HLCC, SLCC and LLCC. However, instead of being a silent spectator, Business Botswana should propose evidence-base, well researched and coordinated solutions and act as the co-chair of these structures.
SO1.2	To enhance the clarity and predictability of business laws and regulations and the screening and authorization process	Botswana should have “a clear, transparent, equitable, predicable, rule based and easily accessible framework” for doing business in Botswana.

SO1.3	To co-create an enabling business environment that fosters integrated and constant development of the private sector in Botswana	Business Botswana should elevate its role in policy making from its present state of “party to” to co-creator. This calls for in-depth consultation with its members, conducting industry base research, benchmarking and preparing policy and discussion papers for consideration at higher levels
SO1.4	To build smart and sustainable collaborative partnership with key public and private sector stakeholders to ensure speedy implementation of policy	Business Botswana to take the lead in building a smart partnership with all public and private sector institutions and agencies involved in the issue of permits, licenses, clearances and approvals. This high-level platform should meet regularly, preferably under the chairmanship of Business Botswana, to review problem areas, prior to tabling the issues at the LLCC, SLCC and HLCC.

Table 7: Strategic Thrust 2

ST2: Building the vitality and competitiveness of private sector		
Outlook for 2023		
1. Increasing number of Botswana enterprises who are successfully competing in the regional and international markets		
2. The contribution of non-diamond sector to GDP exceeds 50%		
3. Business Botswana to have its own Centre of Excellence		
4. Business Botswana to host an Arbitration Centre		
	Strategic Objectives	Remarks
SO2.1	2.1 To promote industrial upgrading and Modernisation of local industry, research & development, and innovation & technology transfer	The level of technology in the manufacturing sector is largely old, outdated and unproductive. Research and innovation are still to become mainstream consideration. Business Botswana should lead the modernisation and technology upgrade process of the private sector, through structured training, benchmarking, familiarisation tours and incentives.
SO2.2	To continuously build the capacity of local businesses to compete and win at the national, regional and international levels	Local companies, more specifically the SMEs, are not competitive on the regional and international markets owing to their lack of export readiness. Business Botswana should get more engaged in building the capacity of its members to become export ready, through structured training and capacity building of the entrepreneur, the enterprise and the indus-

		the enterprise and the industry, as well as product development to satisfy the needs and requirements of the final target consumers, including meeting the required quality standards and norms.
SO2.3	To foster industrial peace and harmony by setting appropriate platforms for collaborations, dispute resolution, negotiations, mediation and arbitration	Botswana suffers from poor work ethics and an aggressive industrial relation. This does not augur well for economic development. Business Botswana should become the mediator per excellence to promote industrial peace and harmony through well-thought-out conflict resolution approach, mediation and arbitration.
SO2.4	To accelerate economic diversification and cluster development	Economic diversification has been identified as a priority action in the NDP-11. Business Botswana should take the leadership role to mobilise its members to promoting economic diversification and cluster development. Business Botswana to work with relevant ministries to develop appropriate schemes and programmes.
SO2.5	To promote networking, business linkages and business matchmaking to stimulate joint ventures, sub-contracting, licensing, franchising, and mergers & acquisitions	Networking and match-making events for local economic operators are scarce and ad-hoc. Business Botswana to become the integrator and to build platforms for well-structured events and programmes to promote effective networking and business linkages.

ST: Strategic Thrust

SO: Strategic Objectives

Table 8: Strategic Thrust 3

ST3. Engaging the private sector in promoting economic development		
Outlook for 2023		
<p>1. Botswana's businesses voluntarily adopt codes of ethical business, good governance, sustainable development, CSR, to promote sustainable and inclusive growth and are engaged in their community</p> <p>2. A vibrant and robust formal sector</p>		
Strategic Objectives		Remarks
SO3.1	To create ecosystems for good governance, transparency and ethical business conduct by Business Botswana members	Good governance and ethical business should become an integral part of doing business in Botswana
SO3.2	To promote sustainable and inclusive growth and development	Sustainable and inclusive development is a national priority of Botswana. Business Botswana to participate fully in realising it by encouraging its members and the business community to adopt environment friendly practices in their business model. Business should also support women and youth entrepreneurs.
SO3.3	To engage more business in the community through structured Corporate Social Responsibility (CSR)	The level of engagement of business in the community is very low. Business Botswana should assume the responsibility to encourage more businesses to have their own CSR programmes to address community based social issues.
SO3.4	To promote geographically balanced development of Botswana	Development in Botswana is geographically uneven and unbalanced, with focus on Gaborone, Palapye, and Francistown.

		<p>The closure of mines in the Selebi-Phikwe region is accentuating the problem further. Business Botswana should encourage its members to mobilise more businesses in those depressed regions. Business Botswana should also work closely with the government to craft additional incentives to promote balanced development and attract quality FDI</p>
SO3.5	To accelerate the transformation of informal business onto the formal sector	<p>The incidence of informal sector in business in Botswana is large, which contributes to resource misallocation and lower productivity. Business Botswana should initiate actions at the national level to encourage the movement from the informal and informal sector. Business Botswana should work with the government to craft additional incentives for such transformation to happen.</p>
SO3.6	To enhance support to local enterprise, with specific focus on Micro, Small and Medium enterprises (MSMEs)	<p>The entrepreneurship landscape in Botswana is dominated by MSMEs, most of whom are subsistence entrepreneurs. Business Botswana should roll out entrepreneurship development programme using its senior members as mentors and business counsellors. The development trajectory should aim at growing more micro-level firms into the small entrepreneurs' grade and more small into medium enterprises. And helping the medium to become big enterprises.</p>

Table 9 : Strategic Thrust 4

ST4: Making Business Botswana a more efficient and effective organization		
Outlook for 2023		
Business Botswana is a strong, multi-sectoral and multi- regional, model apex body for peer organizations to emulate		
	Strategic Objectives	Remarks
SO4.1	To make Business Botswana a learning organization with effective processes and speed of intervention	The transition from BOCCIM to Business Botswana will be slow and painful. Management should initiate change management to graduate from transactional leadership to transformative leadership. This will entail a complete overhaul of the systems and practices of day-to-day operations by incorporating new techniques and technology into management
SO4.2	To build a united, capable, enthusiastic and pro-business Team willing to do the extra lap	To rise to the challenges of a fast globalising world economy, Business Botswana should build its internal capabilities, through developing shared common vision and sense of purpose. This will necessitate strong team-building, continuous capacity building, motivation and cross-department collaboration. Management to re-engineer its work ethics to espouse outcome based rather than output-based deliverables.

SO4.3	To improve resource efficiency and financial viability of Business Botswana	To build a multi-tier membership framework with a refined fee structure based on size of business (turnover) rather than number of employees and to develop innovative revenue generating services. The definition of MSMEs could be used as a yardstick to developing a new membership fee structure
SO4.4	To improve the quality and diversity of services to meet and exceed stakeholders' expectations	To remain relevant to its members, Business Botswana should keep pace with the changes in the business environment and practices. It should improve its efficiency and effectiveness of service delivery with regards to quality and speed of service. Business Botswana should also diversify its service delivery, including more value-added and revenue generating services.
SO4.5	To improve the Brand image and visibility of Business Botswana	Business Botswana is relatively unknown to the business community outside the greater Gaborone area. There is thus an image deficit, compared to the recognition of BOCCIM. Business Botswana should work on improving its brand image and visibility, to become a household name for business in Botswana, through a well-conceived and implemented marketing and communication strategy.

SO4.6	To develop and reinforce strategic partnerships at the local, regional and international levels	Business Botswana on its own will not be able to achieve its vision and mission. Business Botswana should build strategic partnership, at different levels, with key public and private sector agencies and institutions. Such partnership shall build common understanding among the various players and shall enable finding quicker solutions to business problems
SO4.7	To strengthen membership through retention and recruitment initiative	Business Botswana's membership remains concentrated around the greater Gaborone area and is skewed towards SMEs, which account for more than 60% of its actual membership. Business Botswana is also losing members over the years. Hence, there is an urgency to review Business Botswana membership policy with regard to: (i) its fee structure, (ii) geographic spread, (iii) business size, and (iv) member engagement
SO4.8	To re-engineer Business Botswana's organisational and governance structures	The Board of Governance of Business Botswana is very large (31 members) and is built to mirror the government establishment. The organisation structure has remained unchanged from its predecessor organisation. Neither structure is appropriate to deliver on the expectations of the government and members. There is therefore an urgency to revisit the governance and organisation structures to make Business Botswana relevant.

SO4.9	To make Business Botswana a responsible, transparent and accountable organization “to walk the talk”	Business Botswana is a member owned and funded organisation, and as such it must demarcate itself from the civil service. It should set standards for its members to emulate in matters of transparency, accountability, business ethics and efficiency. Such orientation will bring Business Botswana closer to other performing peer apex body private sector organisations..
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ST: Strategic Thrust

SO: Strategic Objectives

5.0 The Implementation Programme

The Implementation Programme for 2018-2020 sets out the priority activities that Business Botswana will perform, during the two-year period, to achieve its set Vision and Mission to become the uncontested Botswana's foremost private sector body driving economic and social transformation of the country and its Mission to be the unified voice of business, striving to enhance the business environment, build the vitality and competitiveness of private sector in Botswana. The Implementation Programme should be re-actualised annually to remain on the set course.

The Actions have been designed to meet the expected outcomes of each strategic objective, which in turn reinforces each strategic thrust. The implementation plan in annex 1 provides an overview of the recommended actions and activities that Business Botswana should/could undertake in the coming two years to achieve its objectives and deliverables. The onus is on Business Botswana to monitor and evaluate the performance of the actions against set results and to take timely corrective actions to correct any deviation and non-performance. As an agile organization Business Botswana should after 2020 establish annual Action Plans taking into consideration national, regional and international factors.

5.1 The Expected Outcomes

The expected outcomes through the implementation of this Strategic Plan and its supporting Implementation Programme are two folds:

1. Specific expectations, and
2. General expectations

5.1.1 Specific Expectations

Specific Expectations relates to explicit targets to be reached. The following table depicts the targets set for the year 2023:

Table 14: Private Sector Contribution: Expected Outcomes

Private sector contribution	2023
Contribution to GDP	Above 50%
Contribution to employment creation	60% of total employment
Contribution to export earnings	15%

5.1.2 General Expectations

The general expectations of this plan are the overall results to be delivered. These include:

Table 15: Five Elements of the Strategy

Deliverables		Description
1	One Team	1. A strong and united Business Botswana working in teams with integrity and professionalism
2	Two Volumes	1. A 5-Year Strategic Plan (2018-2023) 2. A 2-Year Implementation Programme (2018-2020)
3	Three Tactics	1. Consultative 2. Collaborative 3. Comprehensive
4	Four Strategic Thrusts	1. Making business happen through policy advocacy and lobbying 2. Building the vitality and competitiveness of private sector 3. Engaging the private sector in promoting economic development 4. Making Business Botswana a more efficient and effective organization
5	Five Principles	1. Strong Leadership 2. Timely Implementation 3. Close Monitoring & Evaluation 4. Timely remedial actions to correct any deviation 5. Accountability

6.0 Monitoring & Evaluation Framework

The proposed monitoring and evaluation platform is built on the log frame matrix, which is an efficient management tool for project management as it contains a robust M & E platform.

The Log frame forms an integral part of strategy and Implementation Programme and is in annex 1.

7.0 The Resource Mobilization Plan

The Business Botswana budget structure includes:

1. Membership Fees
2. Revenue Generating activities
3. Technical Assistance and Donor support programmes
4. Other incomes

1. Membership Fees

Presently Business Botswana has 2045 members, which result in annual membership fees varying between P1200 to P50,000 annually, based on the criteria of number of employees.

Revenue generating activities

These activities include Trade Fair, National Business Conference, Annual Gala Dinner, Paid trainings

2. Technical Assistance and Donor support programmes

Sources of non-financial support include development and donor agencies such as UNDP, EU, AfDB, etc.

3. Other incomes

Other non-regular income sources will include:

- Interest rates
- Sales of assets
- Sponsorship
- Revenue-sharing activities with the public sector, like managing ATA Carnet, VAT Refund system and others.

ANNEX

LOGFRAME FOR BUSINESS BOTSWANA STRATEGIC PLAN

Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Overarching Goal						
To be the foremost business organisation driving sustainable economic development and social transformation of Botswana	Increased satisfaction on services provided to stakeholders	2018 data		Customer Satisfaction Surveys	1. Stakeholders optimise services provided by BB 2. Members engage in promoting inclusive and sustainable development 3. Continued support of government to BB	Business Botswana is a strong multi-sectoral and multi- regional model apex body for peer organizations to emulate
Strategic Thrusts						
ST 1	To become the “Voice of the private sector” for effective policy advocacy and lobbying	Government undertaking changes in the business environment by adopting proposals from BB	2018 figures	1. Ministry of Finance 2. Ministry of Investment, Trade and Industry	Pro- private sector open government	1. Botswana has a clear, transparent, equitable, predictable and rule base framework for doing business 2. Improved ranking in international indices and survey reports

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
ST 2	Building the vitality and competitiveness of private sector	Increased number of local companies engaging into exports	7.10%	12% of total exports	"1. Statistics Botswana 2. Botswana Revenue Authority/Customs 3. Ministry of Investment, Trade and Industry"	"1. Local companies are open to expanding into export business 2. Companies participate in the capacity building programmes on developing export	1.Increasing number of Botswana enterprises who are successfully competing in the regional and international markets 2.The contribution of non-diamond sector to GDP
ST 3	Engaging the private sector in economic development	Increased number of BB members signing up to codes of conduct on good governance, ethical business and CSR	2018 figures		BB data	"1. BB members open to adopting business codes of conduct 2. BB members implement the codes of conduct"	Botswana's business voluntarily adopt codes of ethical business, good governance, sustainable development, CSR, to promote sustainable and inclusive growth and are engaged in their
ST4	Making Business Botswana a more efficient and effective organisation	Better satisfaction levels from BB stakeholders	2018 data		1.Survey Questionnaire 2. Fewer complaints on services and delivery of BB	BB personnel is open to change	One BB motivated and fully collaborative Team servicing BB stakeholders

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO1-1	To become the “Voice of the private sector” for effective policy advocacy and lobbying	<ol style="list-style-type: none"> 1. No of meetings attended w.r.t LLC,SLCC, HLCC 2. No of policy papers submitted to Government 3. No of meetings attended with government negotiating team for diplomatic and international cooperation 4. Online platform for members to post issues 5. No of pre-Budget consultation meetings attended 6. Local and foreign investments treated equally 7. No of meetings co-chaired with public sector. 	2018 data		<ol style="list-style-type: none"> 1. Relevant Ministries 2. Regional & District Commissions 3. National Budget Speeches 	<ol style="list-style-type: none"> 1. Pro-private sector approach of Government 2. Commitment of BB members 3. BB's capacity to deliver research based papers" 	BB become an integral part in policy making

	Intervention Logic	Objectively Verifiable indicators of achievement	Base line	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO1-2	To enhance the clarity and predictability of business laws and regulations and the screening and authorization process	1. A checklist of good practices devised and disseminated to members 2. A guideline for approval process which is clear, transparent, rule based and accessible easily in Botswana and overseas 3. Newsletters and mails to disseminate information to members 4. List of discrepancies of treatment between state owned and private owned enterprises that have been removed 5. New criteria developed for access to land for business opportunities 6. Seamless and timely approval of visas, work and residence permits for expatriate workers and families.	2018 data		1. Botswana's ranking in international indices 2. Feedback from members and stakeholders	1. Willingness of Government to improve business environment 2. Timely implementation of policy decisions	Seamless business processes are put in place

Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives						
SOI-3	To co-create an enabling business environment that fosters integrated and constant development of the private sector in Botswana	<p>1. Businesses have lesser legal and regulatory hurdles</p> <p>2. E-governance initiatives are set in place</p> <p>3. Impediments and bottlenecks reduced using the Ease of Doing Business framework</p> <p>4. E-judiciary system and ADR platform are set up for commercial cases</p> <p>5. Ranking of Botswana improved</p> <p>6. No of PPP projects</p>	2018 data	<p>1. Feedback from members and stakeholders</p> <p>2. International ranking indices</p> <p>3. Ministry of Finance</p> <p>4. Notes of meeting of public-private sector meetings</p>	<p>1. Pro-private sector business climate</p> <p>2. Capacity of BB to drive private sector development</p>	Improved business climate for local and foreign investors

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO1-4	To build smart and sustainable collaborative partnership with key public and private sector stakeholders to ensure speedy implementation of policy	<ol style="list-style-type: none"> 1. List of key departments and agencies providing a focal point 2. No of meetings of the multi stakeholder forum 3. No of policy issues cleared 	2018 data		<ol style="list-style-type: none"> 1. Relevant departments and agencies 2. Notes of meeting of stakeholders forum 3. BB data 	<ol style="list-style-type: none"> 1. Willingness of public & private sector to collaborate 2. BB's capacity to manage such collaborative platform 	Strong and sustainable partnerships established with key stakeholders

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO2-1	To promote industrial upgrading & modernisation of local industry, research & development, and innovation & technology transfer	<p>"1. Regular status reports on the supply capacity and potential of BB members</p> <p>2. List of BB members learning new techniques and investing in new technology and machinery</p> <p>3. List of BB members having upgraded systems and processes in terms of industrial upgrades"</p>	2018 data		<p>"1. Survey Reports</p> <p>2. Programmes of capacity building</p> <p>3. Productivity ratios"</p>	<p>"1. Commitment of government to promote technology transfer and modernisation of local businesses</p> <p>2. Change in mindset of business community to improve competitiveness</p> <p>3. Adequate support ecosystem "</p>	Accelerated modernisation and technology transfer

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO2-4	To accelerate economic diversification and cluster development	1. No of EDD meetings attended 2. No of global and regional value chains developed 3. No of new industrial and services clusters developed 4. Number of Special Economic Zones set 5. List of contracts of co-management of SEZ's	2018 data		1. Ministry of Investment, Trade and Industry 2. National Strategy Office	1. Commitment of government to drive EDD and cluster development 2. Willingness of business to participate in EDD and cluster development 3. A conducive eco-system is created for EDD and cluster development.	Economic diversification and Cluster development
SO2-5	To accelerate economic diversification and cluster development	1. B to B networking platform set up 2. No of collaborations 3. No of sales events organised 4. No of business match-making events organised 5. No of business breakfast meetings organised in selected regions 6. Regional Trade Fair in Gaberone.	2018 data		1. BB operations team.	1. Corporates are willing to open business to SMEs 2. Capability of SMEs to meet requirements and standards.	Enhanced networking and business linkages among companies

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO3-1	To create ecosystems for good governance, transparency and ethical business conduct by BB members	1. No of programmes designed and implemented on ethics, good governance and transparent business 2. No of private sector operators having recourse to alternative dispute resolution mechanism 3. Better ranking in Transparency International and similar indices 4. No of members endorsing BB standards.	2018 data		1. BB Operations team 2. International indices.	1. BB Operations team 2. International indices.	Good governance, ethical business and CSR become integral part of business

	Intervention Logic	Objectively Verifiable indicators of achievement	Targets	Baseline	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
S03-2	To promote sustainable and inclusive growth and development	1. No of mentorship programmes delivered 2. Attendance to programmes by youths and women entrepreneurs 3. Savings on energy costs 4. No of environment protection programmes launched 5. No of companies embarking on waste management, renewable, carbon emission and alternative energy projects.	2018 data		1. BB Operations team 2. Survey of participating companies 3. Ministry of Investment, Trade & Industry 4. Ministry of Environment.	1. Business is open to youth and gender neutrality 2. Commitment of members to environment protection.	Main-streaming environmental friendly and gender neutrality in business

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO3-3	To engage more business in the community through structured Corporate Social Responsibility (CSR)	1. A national CSR programme introduced 2. No of members implementing CSR 3. No of awareness campaigns on importance of CSR to companies 4. No of capacity building programmes 5. CSR Fund set up.	2018 data		1. BB Operations team	1. BB members are willing to adopt CSR programmes 2. A regulatory framework for CSR is developed.	Increased contribution to the society around enterprises

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO3-4	To promote geographically balanced development of Botswana	1. List of depressed regions that have a development programme 2. No of job fairs conducted 3. No of recruitments made 4. No of local entrepreneurship programmes developed 5. No of regional level investment workshops conducted.	2018 data		1. Regional & District Commissions 2. BB Operations team.	1. Government's commitment to balanced development of regions 2. Willingness of business to move into depressed areas 3. Ecosystems created to integrate depressed areas into mainstream development .	Businesses created in less favoured locations

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
S03-5	Strategic Objectives						
	To accelerate the transformation of informal business onto the formal sector	1. No of meetings held with relevant government departments 2. No of awareness programmes, campaigns, workshops, seminars, conferences 3. No of meetings with local Community leaders 4. No of informal businesses registered into new companies 5. No of incentives (fiscal & non-fiscal) to encourage formalisation of businesses.	2018 data		1. Registrar of Companies 2. Regional & District Commissions 3. Statistics Botswana 4. BB Operations Team.	1. Willingness of informal businesses to move into the formal sector 2. Affirmative actions by Government to promote formalisation of businesses.	More businesses moving from informal to formal sector

	Intervention Logic	Objectively Verifiable indicators of achievement	Base line	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO3-6	To enhance support to local enterprise, with specific focus on Micro, Small and Medium enterprises (MSMEs)	1. No of MSMEs business linkages created 2. No of MSMEs winning tenders 3. No of programmes for capacity building for MSMEs 4. Platform for dissemination of tender notices 5. SME Development Unit at BB assisting MSMEs 6. A Consultative Paper for setting up of a National Incubator Scheme 7. List of incentives prepared for MSMEs 8. Portfolio of Basarwa crafts.	2018 data		1. Regional & District Commissions 2. BB Operations team 3. Ministry of Tourism 4. Ministry of Investment, Trade & Industry.	1. Engagement of Government to develop Basarwa craftsmanship 2. Willingness of the Basarwa community to integrate mainstream business 3. Availability of appropriate sales infrastructure for handicrafts.	Dynamic MSME sector created

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO4-1	To make Business Botswana a learning organization with effective processes and speed of intervention	<ol style="list-style-type: none"> 1. An updated organization structure 2. Revamped IT infrastructure 2. Operating Manuals 3. Project and Customer management systems 4. BB is ready for ISO certification 5. Management by Objectives 6. No of training programmes on policy advocacy, international trade, etc. 	2018 data		BB data	<ol style="list-style-type: none"> 1. The Strategy and Implementation Plans are adopted 2. The BB Team is willing and prepared for change. 	Enhanced delivery of BB services

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO4-2	To build a united, capable, enthusiastic and pro-business Team willing to do the extra lap	1. Status report 2. Training Needs Analysis 3. Performance Management System 4. No of training programmes received by donor agencies 5. No of cross-functional projects 6. A reward system that is based on performance evaluation.	2018 data		BB data	1. The Strategy and Implementation Plans are adopted 2. The Board of Governance and staffs are willing and prepared for change.	Motivated Team with a common shared vision
SO4-3	To improve resource efficiency and financial viability of BB	1. An internal auditor sets up a risk management and governance system 2. Membership system and fees are updated 3. The Resource Mobilisation Report detailing financial and non-financial options of funding 4. A revenue sharing model.	2018 data		BB data	1. The Strategy and Implementation Plans are adopted 2. The Board of Governance is willing and prepared for change.	Optimised use of resources

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO4-4	To improve the quality and diversity of services to meet and exceed stakeholders' expectations	"1. Customer Feedback Survey 2. A fully functional complaints management platform 3. Number of cases reported on acts of corruption, extortion, etc 4. An established Arbitration Centre 5. No of arbitrators trained"	2018 data		BB data	"1. The Strategy and Implementation Plans are adopted 2. The Staffs are willing to do the extra mile"	Satisfied members and stakeholders

Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives						
SO4-5	To improve the Brand image and visibility of Business Botswana	1. No of industry associations and chambers of commerce created 2. Perception Survey results 3. New logo of BB 4. Modern communication materials, up-dated website, social media adopted 5. No of awards and recognitions awarded 6. New Regional Office opened in Maun 7. Headquarters refurbished.	2018 data	BB data	1. The Strategy and Implementation Plans are adopted 2. Financial viability is secured.	Increased awareness of BB
SO4-6	To develop and reinforce strategic partnerships at the local, regional and international levels	1. No of strategic partnership agreements signed 2. No of members in Friends of BB network 3. BB's positioning in comparison with other private sector organisations.	2018 data	BB data	1. The Strategy and Implementation Plans are adopted 2. Partners are willing to collaborate.	Increased portfolio of partners

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO4-7	To strengthen membership through retention and recruitment initiative	<ol style="list-style-type: none"> 1. No of members adhering to the various levels of the loyalty programme 2. No of members in each sector from each region 3. No of women and youth members 4. No of Regional Councils that are operational 5. No of business related info and alerts sent to business community 6. No of members serviced in the aftercare programme. 	2018 data		BB data	<ol style="list-style-type: none"> 1. The Strategy and Implementation Plans are adopted 2. Businesses are keen to become member of BB. 	<ol style="list-style-type: none"> 1. Membership retention 2. Increased number of members 3. Diversity in membership (regional, sectoral, age and gender).

	Intervention Logic	Objectively Verifiable indicators of achievement	Baseline	Targets	Sources & Means of Verification	Assumptions	Expected Outcomes
Strategic Objectives							
SO4-8	To re-engineer the organisational and governance structures	<ol style="list-style-type: none"> 1. A new organisation structure 2. No of members and Sub-Committees in Governance Council 3. No of Sub-Committees chaired by captains of business . 	2018 data		BB data	<ol style="list-style-type: none"> 1. The Strategy and Implementation Plans are adopted 2. Captains of business willing to serve BB's Sub-Committees. 	Modern management structures for BB
SO4-9	To make BB a responsible, transparent and accountable organisation "to walk the talk.	<ol style="list-style-type: none"> 1. Customer Charter and Core Values of BB visible 2. No of disciplinary actions 3. No of projects implemented and expected outcomes realised 4. Time taken to review and implement corrective measures. 	2018 data		BB data	<ol style="list-style-type: none"> 1. The Strategy and Implementation Plans are adopted 2. The M & E platform is robust 3. BB has capacity for project management. 	A flagship organisation

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST1	PA	1.1.1.	To fine tune the existing dialogue framework with government and authorities (w.r.t LLCC, SLCC and HLCC) To coordinate the business community's consultation with the Head of State and his Ministers
	PAMCD	1.1.3	To establish an online platform for members to post problems and difficulties in obtaining licenses, permits, clearances and approvals
	PA	1.1.4	To lobby government for affirmative policy mix to endow Botswana with conducive business environment (To work with stakeholders)
	PA	1.1.5	To participate in high level economic diplomacy and international cooperation (AGOA, SA-EU EPA, WTO, SADC, EAC-COMESA-SADC Tripartite, Continental Free Trade Area) as part of government negotiating team with possible funding from the State
	PA	1.1.7	To provide timely policy inputs on issues of national importance (target is communication)
	PA	1.1.8	To engage with the Ministry of Finance on pre-Budget consultations
	PA	1.2.1	To devise a checklist of good practices to enhance the approval processes at local authorities, institutional and ministry levels (No of licences, permits, approvals & clearances)
	Long term	1.2.2	To co-create guidelines for the approval process which should be clear, transparent, equitable, easily accessible and rule- based (process, time and cost)
	PAMCD	1.2.3	To disseminate the regulations and administrative notes among members and the private sector in general

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST1	PA	1.2.4	To work closely with the government to ensure that private sector enterprises are offered equal treatment to State Own Enterprises as per national laws (no exemption, no equal than equals and no favourable treatment)
	PAMCD	1.2.5	To clearly define and disseminate the list of priority sectors reserved for local enterprises.
	PA	1.2.6	To work with government to establish clear and predictable policies and criteria for access to land for business purposes
	PA	1.2.7	To work with government to improve the processing and approval for issue and renewal of visas, work and resident permits for foreign investors, investor family and for expatriate workers
	PA	1.3.1	To conduct regulatory impact assessment of existing and/or new regulations and policies which will have significant impact on business
	PA	1.3.2	To propose evidence based amendments and enactments and policy changes to remove impediments and bottlenecks that are asphyxiating the business from happening (to use the world bank ease of doing business framework)
	PA	1.3.3	To lobby for E-Governance implementation initiative for submission, processing and approval of licenses, permits, approvals and clearances, similar to E-filing of taxes and Single window initiative for customs clearances
	PA	1.3.4	To identify infrastructure priorities for trade and investment and mainstreaming them in national development agenda
	PA	1.3.5	To propose the setting up of an E-Judiciary for faster hearing and closure of business cases

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST1	PA	1.3.6	To help improve the public-private-partnership framework and advocate for the setting of a capacitated PPP unit at the Ministry of Finance and at key ministries
	PA	1.3.7	To collaborate with public sector agencies to improve the ranking of Botswana in international indices and surveys
	PA	1.4.1	To identify stakeholders who play a relevant role in policy making, public administration and project implementation
	BDS	1.4.2	To develop meaningful partnerships with key agencies, departments and agencies, in the style of Memorandum of Understanding (MoU) for information exchange and collaboration
	BDS	1.4.3	To establish Focal Points (with Alternates) in each identified institution
	Long term	1.4.4	To establish a multi stakeholder forum where key stakeholders can engage in systematic on business related discussions and propose solution to any problem areas
	Membership	1.4.5	BB to provide Secretariat services to members and to ensure appropriate follow up actions on deliverables
	Membership	2.1.1	To conduct a survey on the supply side capabilities of BB members (managerial competencies, age of machine & equipment, productivity and capacity utilization, wastage, technology and state of innovation)

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST2	Membership	2.1.1	To conduct a survey on the supply side capabilities of BB members (managerial competencies, age of machine & equipment, productivity and capacity utilization, wastage, technology and state of innovation)
	BDS	2.1.2	To build capacity of entrepreneurs to modernise, expand and diversify businesses
	BDS	2.1.3	To visit international fairs, machinery exhibitions to meet with new technology partners and technology providers.
	BDS	2.1.4	To organise a Technology Trade Fair in Botswana in collaboration with main technology and machinery manufacturing countries (India, China, Taiwan, South Korea, EU, USA, Japan, etc)
	BDS	2.1.5	To organise Study Tours and Familiarisation Programmes in selected countries (Malaysia, India, Taiwan and China)
	BDS	2.1.6	BB to collaborate with UNIDO Industrial Upgrading and Modernization Programme and to explore the possibility to host the UNIDO- UIMP project at BB
	BDS	2.1.7	To coordinate Train the Trainer programmes in collaboration with UNIDO-UMIP for support institutions, local experts and professionals on industrial upgrading and modernisation.
	BDS	2.2.1	To coordinate capacity building programmes for entrepreneurs (HR, Access to Finance, Marketing, Production, Administration, Merchandising, etc)
	BDS	2.2.2	To organise continuous capacity building of enterprises (Systems & Processes, Compliances, Certifications – Global Gap, HACCP, WRAP, Fair Trade, BIO, etc)

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST2	BDS ©	2.2.4	To build the export readiness of existing and potential exporters (collaboration with stakeholders)
	BDS	2.2.6	To establish a Data Base of national and regional Registered Trainers
	BDS	2.2.7	To collaborate with local Universities, Training Centres and leading practitioners to develop and deliver appropriate training and skills development programmes
	EO	2.2.8	To be pro active and ensure organisations that are set up to sell Botswana products perform their mandate
	PA	2.3.1	To collaborate with ILO to establish a platform for harmonious employer-employee relationship (decent work country programme, right to organise into trade union, collective bargaining, remuneration orders, workers participation in management, tripartite negotiating platform, sound HR policies, dispute settlement, among others)
	PA	2.3.2	To identify policy gaps and shortcomings in the existing labour laws or in new enactments and make appropriate representations with the authorities
	BDS	2.3.3	To develop a National Skills Development Support Programme, with BB Members, for internship and training of unemployed with focus on youth employment
	PA	2.3.4	To prepare a Consultative Paper on Skills Mismatch and review of the education system with focus on Dual-Education System
	PA	2.3.5	To encourage BB members to honour all agreements reached with the trade union or employees' representatives

	RESPONSIBLE DEPARTMENT	ACTIV- ITY No:	ACTIVITIES
ST2	BDS	2.3.6	To provide effective mechanism for Alternative Dispute Resolution (ADR)-Mediation and Arbitration
	PA	2.3.7	To develop an Employment Charter for BB members defining Compliance to Occupational Health and Safety, nonchild forced labour and promoting equal opportunity and remuneration
	PA	2.3.8	To develop a guideline for Migrant workers To align compliance of labour law to the SADC Private Sector Forum guidelines
	PA	2.3.9	To collaborate with the government and parastatal bodies to promote Economic Diversification Drive (EDD) of Botswana (Botswana Excellence Strategy & National Economic Diversification Council)
	EO	2.4.1	To promote beneficiation of local resources To help develop high value added regional and global value chains
	EO	2.4.2	To influence new industrial and services clusters to drive sustainable and inclusive economic growth (desert economy, Smart Cities, Hospitality Industry, creative industry..) ©
	EO	2.4.3	To partner with the government to set up and co-manage Special Economic Zones (SEZs)
	EO	2.4.4	To reinforce the existing networking and business platforms (National Business Conference, Annual Gala Dinner, Business Botswana National Trade Fair)
	EO	2.4.5	To organise structured promotion and sales events in targeted markets in collaboration with BITC
	Cross cutting (all depart- ments)	2.5.1	To organise business matchmaking events to promote sub-contracting and business linkages

	RESPONSIBLE DEPARTMENT	ACTIV- TY No:	ACTIVITIES
ST2	BDS	2.5.3	To organise structured promotion and sales events in targeted markets in collaboration with BITC
	BDS	2.5.4	To organise business matchmaking events to promote sub-contracting and business linkages
	BDS	2.5.5	To organise regular structured sectoral Business Breakfast meetings with stakeholders (in different regions of Botswana)

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST3	PA	3.5.1	To collaborate closely with the Registrar of Companies and other agencies helping the MSMEs sector to make the registration process of a company easy, cheaper and hassle free
	PA	3.5.2	To conduct nation-wide campaigns, workshops, seminars and conferences to encourage businesses to graduate from the informal to the formal sector
	PA	3.5.3	To engage local community leaders to promote the benefits of operating in the formal sector
	EO	3.5.4	To work closely with banks and non-banking financial institutions for preferential treatments to businesses operating in the formal sector
	EO	3.5.5	To work with Ministry of Finance and Economic Development (Government) for additional incentives package for companies transitioning from the informal to the formal sector
	EO	3.6.1	To promote business linkages between local corporates and MNCs/TNCs with domestic MSMEs (sub-contracting, sourcing, marketing)
	EO	3.6.2	To make more space for MSMEs in national procurement and tenders
	PAMCD	3.6.3	To establish an online platform for national and regional tenders for BB members
	EO	3.6.4	To propose special incentives and financial packages for the MSME sector
	BDS	3.6.5	To strengthen MSME capacities to penetrate the domestic and regional markets
	BDS	3.6.6	To strengthen the MSME Unit at BB to better service growth-oriented enterprises

RESPONSIBLE DEPARTMENT		ACTIVITIES
ST4	EO	4.1.1 To assess and review the organizational structure and infrastructure (IT systems, office layout and décor) in line with the Strategic Plan 2018-2023 with a view to improving on efficiency and timeliness of actions
	Finance and Administration EO	4.1.2 To establish systems and procedures, with appropriate Procedure Manuals, for key administrative and operational actions (CRM, Project Management, M&E..)
	PA	4.1.4 To establish clear deliverables and performance matrix for each Department, team and staff member
	BDS	4.1.5 To build the capacity of BB to effectively advise government on policy changes, reforms agenda, amendments and enactments to improve the business environment of Botswana
		4.2.1 To conduct surveys to identify problems areas/issues, Training Needs Analysis and gather new project ideas from BB staff members
	Finance and Administration	4.2.2 To continuously build and upgrade the skills and knowledge of BB personnel (focussed training) to allow staff members to grow in stature and prominence
	Finance and Administration EO	4.2.3 To recruit the right type of talent at BB to ensure that BB has the resources to deliver services to meet the expectations of the stakeholders
		4.2.4 To canvass government to share training programmes from donor agencies and foreign governments with the private sector on a 50:50 basis
	EO	4.2.5 To build strong synergies and engagement through team building and cross-functional initiatives
	EO	4.2.6 To introduce a Performance Evaluation and Reward System for BB personnel based on clear plan, set goals and objectives, key deliverables and reward system

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST4	Finance and Administration	4.3.1	To Outsource an internal auditor to establish systemic controls to improve effectiveness of risk management and governance processes
	Membership	4.3.2	To review BB Membership structure with regards to membership of Associations and individual companies and the subscription fees (fewer categories/bands)
	EO	4.3.3	To develop a Resource Mobilisation Strategy to identify additional avenues for Financial and Technical Assistance programmes from development and donor agencies and sponsors
	EO	4.3.4	Develop revenue sharing services with Government (VAT Refund counter, Carnet ATA. Down Town Duty Free Shops)
	PAMCD	4.4.1	To conduct regular on-line self-assessment/ satisfaction survey
	PAMCD	4.4.2	To conduct annual need analysis of members to tailor make suitable capacity building and support services
	PAMCD	4.4.3	To establish a complaint Management Platform to capture and respond to Members' problems more
	PAMCD	4.4.4	To devise and implement a regular Feedback system
	Membership	4.5.1	To facilitate and nurture the establishment of Industry Associations & Chambers of Commerce
	PAMCD	4.5.4	To design, develop and launch a new communication and marketing strategy, with revamped promotion tools and materials (upgrade website to a Business Portal, new generation of brochures, Monthly Newsletter, Annual Report, enhanced social media tools, chat facility (during office hours), advertising, testimonials, gifts and momentos

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST4	PA	4.5.5	Launch new national level Recognitions and Awards with high profile Award Ceremonies at the NBC
	PAMCD	4.5.7	Improve the look and feel of BB office & service delivery modes
	EO	4.6.1	To develop a network of strategic partnerships with peer organisations, academia, think-tanks, media, Botswana Diaspora and multilateral agencies at the national, regional and international levels for exchange of information and experience, and benchmarking
	EO	4.6.2	To create a network of Friends of BB in selected countries
	EO	4.6.3	To seek technical assistance from ITC Geneva for independent Benchmarking of BB as a private sector trade support institution.
	Membership	4.7.1	To establish a multi-tier Membership loyalty programme to provide effective aftercare services to existing members
	Membership	4.7.2	To launch a Membership Recruitment Plan to ensure multi-sectoral, multi-disciplinary and regionally diversified active members
	Membership	4.7.3	To re-dynamize the Regional Councils with a new sense of purpose, with regular meetings with Head office and a dedicated line of communication with the Executive Committee
	PAMCD	4.7.4	To create a platform for dissemination of business related information and alerts to members (Tender Notices (local, regional and international), Regional and International Trade Fairs and Exhibitions, policy changes at national, regional and international levels) that may impact business
	Membership	4.7.5	To develop and implement structured Membership Aftercare Programmes

	RESPONSIBLE DEPARTMENT	ACTIVITY No:	ACTIVITIES
ST4	EO	4.8.1	To rework the organisation structure of BB to realign resource mobilisation to meet the exigencies of the new strategy
	EO	4.8.2	To review the structure of BB's Governance Council (fewer members and additional sub-committees)
	EO	4.8.3	To solicit the services of captains of business to Chair specific Sub-Committees with clear Terms of Reference
	EO	4.9.1	To develop a Customer Charter and a set of Core Values for BB
	EO	4.9.2	To Develop the Codes of Good Governance and Ethical Business
	EO	4.9.3	To establish a robust M&E platform for systematical review of project management
	EO	4.9.4	To take timely measures to correct any departure from set course and to adjust to changing environment

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