



15th National Business Conference (NBC)
9-11 September 2018
‘Breaking through to a high-income Botswana - The role of the private sector in charting the path’

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1. Executive summary – preliminaries

1.1 Background

The 15th National Business Conference was held in Francistown from 9-11 September 2018, under the theme, 'Breaking through to a high-income Botswana - the role of the private sector in charting the path.'

Business Botswana, in collaboration with the Government of Botswana, traditionally holds this biennial conference in Francistown to bring together top government and business leaders to formulate new ideas to make local firms internationally competitive. It highlights the roles that the private sector and the government play in making Botswana a more attractive place for doing business

Business Botswana is a business association of employers representing employers in all sectors of the Botswana economy in an advocacy capacity. The organisation has protected the economic interests of the business community and, through its philosophy of constructive policy dialogue, has won the confidence and respect of government and other stakeholders in Botswana.

1.2 Gala dinner

On 9 September, delegates attended the gala dinner, hosted by the Bank of Botswana (BoB). The Governor of the Bank of Botswana, Mr Moses Dinekere Pelaelo, gave the key address.

He pointed out that the central bank has a pivotal role to play in transitioning Botswana from an upper middle to a high-income economy. The Bank exists to protect the value of the local currency through currency management, monetary policy, exchange rate management, regulation and supervision of relevant financial institutions. It also promotes stable domestic price changes, soundness of the financial system and reliable payment infrastructure. Economic performance and development suffer considerably when central banks fail to achieve these outcomes or are constrained by political interference.

Throughout its 43 years of existence, the BoB has contributed to stability of the financial system and integrity of payments and settlement platforms, thereby enabling economic activity. While the Bank has done much, several aspects require modernisation and upgrading in order for it to remain relevant and contribute to national development aspirations. It needs to ensure that it is appropriately positioned to address new developments and related challenges like fintechs, digital currencies and similar innovations.

The Director of Research and Financial Stability Department, Dr Tshokologo Alex Kganetsano presented a brief outline of the Monetary Policy Report and highlighted its relevance in influencing expectations and economic activity.

2. Executive Summary – Day 1

2.1 Welcome and opening speeches

Conference Chairperson, Mr Tabake Kobedi welcomed the delegates to the 15th National Business Conference and urged them to participate actively and vigorously in the proceedings, to make the conference a success and add their voices to shaping the future of Botswana.

He thanked the speakers and facilitators, in particular the international speakers for coming to share their insights. He also thanked the government and private sector sponsors who had made the conference possible.

He asked delegates to provide candid feedback during and after the conference to improve delivery of future NBCs.

Business Botswana President, Mr Gobusamang Keebine, then gave the official welcome and reminded delegates that this event is a very important platform for both government and private sector to ponder, “How do we make Botswana the best place for doing business?”

He reviewed the milestones from NBC 2016 and reminded delegates that much had been achieved.

He mentioned that the key to a higher income Botswana lies in employee engagement that will drive discretionary effort in every sector - public and private, competitiveness in the global market and innovative development of specific market infrastructure that ensures access to participation of all citizens throughout the value chain.

“Current entrepreneurship is curtailed by current regulations and policies that focus on conglomerates and hence squeeze out SMMEs. How many of us in business are struggling for the same share of pocket and the same market? Is it not high time we leverage all faculties to create market infrastructure that looks at the entire value chain - from input supply to global consumption? The culture of being made to rely on government procurement should be a thing of the past. We need to ensure that our produce is globally competitive, and institutions created by government must ensure we are competitive and not support produce that does not meet international standards.”

He called on delegates to work together and come up with clear milestones during the conference so that a high-income Botswana is a reality. These milestones should not be based on sentiment but evidence.

He concluded by thanking the government for the role it plays in the conference and the sponsors, partners and media, as this conference would not be possible without their support. He also thanked those that took exhibition space outside and asked delegates to interact with them and support them.

2.2 Setting the Scene

Mr Balisi Bonyongo, Managing Director of Debswana moderated the session, which began with a 2012 video of Dr Michael Porter of Harvard University, USA.

2.2.1 On competitiveness

Dr Porter emphasised the need for Botswana to become more competitive in other areas than just diamonds. He emphasised that it is a never-ending challenge and that successful countries never rest but constantly ask, “How can we do better?” Productivity can be measured as a day of work but this must be seen in the context of international earnings. Devaluation is a trap because, as things become more expensive, it is tempting to sell at a discount but this is not competitiveness.

What is needed is to encourage foreign direct investment (FDI) that in turn brings specialised skills that benefit Botswana. To achieve this requires a less complex business administration system, removing artificial restraints against competition, preventing parastatals from crowding out competition and making it easy to bring in skilled personnel.

There are too many strategies and it would be better to winnow these down to a few that could be achieved now. Then implement these by doing more, faster and more efficiently. Start with what you have, make this great and then move to the next cluster.

There are opportunities in Hospitality, Tourism, Agriculture, Mining and Financial Services that could be capitalised on immediately.

The key is implementation without delay.

2.2.2 Vision 2036 Insights

Mr Neo D Moroka, Chairman of the Vision 2036 Presidential Task Team, Resident Director and CEO of De Beers Botswana said the national Vision 2036 is a key roadmap that will enable Botswana to elevate its economy from upper middle to high-income status.

Botswana has not been doing well in ease of doing business rankings largely due to among others, poor work ethic, government bureaucracy and stringent labour restrictions.

“These challenges can be overcome by embracing Vision 2036, which talks about radical change, employing rigorous business strategies, embracing innovation and boosting efficiency.”

He challenged Botswana to embrace meritocracy by setting and enforcing high standards, giving opportunities to deserving employees and paying them well.

He added that Vision 2036 was developed in the backdrop of major challenges like poverty, youth unemployment and inequality. To that end, the objectives of the Vision will address poverty and sustainability.

“We will upgrade to high-income status by diversifying the economy and creating employment. Vision 2036 is anchored on sustainability.”

Sustainable economic development will be achieved by turning Botswana into a knowledge-based economy, developing its human capital, improving ease of doing business rankings and boosting infrastructural development. Government will also boost human and social development by promoting spiritual wellness, social inclusiveness and equality.

“A nation cannot be prosperous without good governance, peace and security. Vision 2036 recognises the need for accountability, good foreign relations and robust civil society participation. We will work towards a sustainable environment by addressing issues such as climate change resilience, water and energy security, land use and management as well as pollution and waste management.

“We need to be bold, dynamic and transform ourselves out of our comfort zones. We need Business Unusual, with politicians also embracing change, as we overhaul our resources to high value to achieve high-income,” he concluded.

2.3 Q&A session 1

The session generated considerable comments and questions.

- Public officers should not engage in business – government should look at this practice as it can result in conflict of interests
- Policy perspectives on business go back 16-17 years. Parastatals are still not run effectively.
- There are several agencies working on National Strategy implementation and Vision 2036. There should be a closer look at them to remove duplication and possibly merge where appropriate. There is a need to make sure the focus is visible and tangible – and not wasting resources.
- The Michael Porter scorecard recommendations are 5 years old – what happened to implementation during this time? We do not want to be back in two years’ time without delivery in implementation.
- This deals with the private sector but seems to have hardly anything to do with government. The state must deal with the public sector and make hard decisions.
- There must be more focus on local authority development to create growth, the government is reluctant to decentralise.
- The vision has been set; the strategy is in place – there is need to prioritise and internalise – each person and organisation needs to reflect on what he or she will do to change to help realise the vision.

2.4 Path to high-income: Lessons from abroad

Moderated by Dr Thapelo Matsheka, HATAB Chairman, Managing Director of Fiducia, who introduced the two international speakers, both of whom gave their different views on the path to high-income status.

2.4.1 Achieving and maintaining high-income status: Lessons from Switzerland

Dr Matthey Blaise, Secretary-General, FER and Director-General FER Geneva gave a presentation on the rise of Switzerland as a high-income country. He pointed out that Switzerland was not always so open but that the last decade had seen considerable changes.

It has moved away from its typical image of chocolate, banking and watches to science and technology; encouraging Swiss patents. With an unemployment rate of less than 3% and high salaries, it is open for business.

He stressed that the policy of encouraging skilled immigration, investing in science and technology R&D and innovation, a good standard and quality of living, was key to developing a high-income society.

The main reasons for Switzerland's success were:

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
- Productivity
- Infrastructure
- International treaties

He particularly emphasised the dual education system that encourages vocational training.

2.4.2 Successful transition to high-income through a bold reform agenda: Lessons from Estonia

Mr Vaino Reinart, Deputy Foreign Minister, Republic of Estonia and Rein Lang, Head of Policy and Legislative Advisory (NORTAL), Estonia presented the case for high-income growth through various policy implementations.

Mr Reinart emphasised that with its difficult past and small population, its rise from a GDP of \$40 in 1992 to a GDP of \$31 800 was exceptional. To achieve this, the government made radical decisions, such as opening up society, dropping all customs duties (until it entered the EU), reformed taxes eg zero tax on reinvested earnings and a massive embracing of electronic government. The 2% savings from electronic government implementation has enabled Estonia to make its NATO contribution of 2% of the GDP.

Mr Lang's presentation contrasted Estonia as it was in 1991, following the collapse of Communism in Eastern Europe, and how it is today. He emphasised how the digital revolution had transformed the society, skipping from the Second Industrial Revolution to the Fourth Industrial Revolution.

The lessons learned have been replicated in the implementation of a government financial management system for the Federal Government of Nigeria, which not only saved €7 billion but also eliminated 60 000 'ghost workers' in government departments.

2.5 Q&A Session 2

- A comment was made that the problem with Botswana is the Geni coefficient – whereas we can learn lessons from these countries, we need to ensure that everyone benefits.
- If we could focus on clusters – starting with what we have such as the financial services sector, then tourism and beef, we could also move to knowledge intensive sectors and follow Estonia's example
- Switzerland mentioned well-being. Botswana needs to relook at its value of Botho and attract people to Botswana. It is not currently well rated on the Happiness Index.
- The inclusivity of women and gender equality is important as there are not enough women at the top
- The GDP needs to circulate throughout the economy, which requires the right policies

2.6 Mayoral welcome

The Mayor of Francistown, Honourable Councillor Sylvia Muzila, welcomed all delegates to the conference.

The Mayor urged everyone to remember that the roadmap to high-income should also meet the Sustainable Development Goals and that no one should be left behind. The top priority is in removing impediments that inhibit investments.

What is important in today's theme is local competition and dialogue towards making the roadmap a reality. We need to accelerate private investment and opportunities to create jobs for the economy. This cannot occur without councillors and individuals defining the procedures in line with procurement and getting on board for the journey. The councils have removed impediments to a high-economy Botswana and are ready to adopt policies to implement this. They are resolved to help local entrepreneurs achieve business goals.

2.7 Presidential address

In his official opening address, His Excellency President Mokgweetsi E K Masisi revealed that the government has formulated a National Transformation Strategy that is aimed at enhancing competitiveness and positioning Botswana on the right path towards attaining high-income economy status.

President Masisi said enhancing competitiveness is an essential ingredient in ensuring productivity and attainment of high-income status.

“Government will make doing business in Botswana smooth and seamless through a regulatory framework that creates a conducive environment for business to flourish.

Among other things, government will get rid of bureaucratic red tape and review policies, regulations and laws that cut across various government ministries but are not coordinated or complementary.”

The government has embarked on public sector reforms that are aimed at improving service delivery and policy implementation. As a way of boosting investor confidence by enhancing transparency and accountability, a Bill on Declaration of Assets and Liabilities will be tabled in the next sitting of Parliament. Further, government will improve turnaround time for issuance of visas, residence and work permits.

“We are also considering issuing visas on arrival, provided applicants meet set requirements. In addition, government has decided to waive visa requirements for foreigners who possess diplomatic passports.

“Work is also underway to improve turnaround time for processing of applications for Environmental Impact Assessments (EIA), as well as fast tracking processing of applications for change of land use. We aim to have completed this process by December 2018.”

He also acknowledged the Special Economic Zones policy and cluster development model in critical sectors such as tourism, beef, financial services, agriculture and mining are critical factors for economic diversification and employment creation. Government will also enrol more students in vocational training centres and increase the use of technology in schools.

President Masisi stressed the need for Botswana to develop global partnerships in order to escape from the middle-income-trap. To that end, he said, government has sourced funds from development partners to implement projects that can unlock the country’s potential. In the last state visit to China, President Masisi secured a P340 million grant to finance key infrastructure development projects.

2.8 Conversation with the President

For the first time, the 2018 National Business Conference featured a segment called ‘Conversation with the President’, during which President Masisi fielded questions and comments posed by Ms Tshepidi Moremong, Head of Coverage at Rand Merchant Bank, co-Chairperson of the Board of African Venture Capital Association and Investment Principal Analyst.

TM: What is your vision for Botswana?

HE: I intend to reboot the economy of this country and re-engineer the way we have been doing things. That process needs fuel; and that fuel is the youth. We should not waste time doing the mundane; but rather exert our efforts into creating new ideas, products and services that will make us globally competitive and catapult us to high-income economy status.

TM: How are you going to ensure that your ideas are implemented?

HE: I will demand accountability and delivery, especially from my cabinet and the public service. I will identify, promote and create the best talent to drive our economy. I will search for talent locally, regionally and internationally. It is important to galvanise, motivate and retain talent. In as much as we want to export our products to the world, we should also open up to the world and allow the best talent to come and assist us to grow our economy.

TM: Why haven't we generated the best talent locally?

HE: Because we have been doing the same things over and over again, even when it was clear that they were not working for us. It is important for us to train talent for the future. We must be forward thinking. We must ensure that the training we provide is best suited for our future economic needs.

TM: All of us in the region are looking for FDI. How will we be able to compete with others?

HE: The first test case for us was going to China. I believe we succeeded in our first mission. As a government, we will be frugal, responsible and open to the private sector. We must be creative because we have many disadvantages like a small population, aridity, being landlocked and so on. There must be synergy between the private sector and government. However, we also have a number of competitive advantages that we must exploit.

TM: Why haven't you sourced financing locally?

HE: We have ideas for partnering with the private sector to start new businesses that we believe can flourish. I am happy with the way the financial services sector has developed over the years. However, as government we have a responsibility to secure the best deals for our people.

We have agreed upon a deal with the Seychelles that will see 48 tons of beef being exported a month at EU prices. This is a way to increase the value chain around beef – clustering, associated land tenure, water, rights and privileges and even tax reform.

The floor was then opened up for questions.

Q: On the land issue – land owners wish to benefit from agricultural opportunity and utilise the land for the best but we have to go from office to office and panel to panel to get permission.

A: We wish to create a one-stop-shop through ICT, which will enable these changes to be done but we will still be mindful of such issues as pollution. We also encourage entrepreneurs not to sit on the opportunities.

Q: We need a relevant curriculum for agriculture; the current one is old fashioned and is not relevant to agriculture today. Innovative ideas should be taken seriously.

A: The curriculum is outdated and it needs to adjust quicker to methodologies, such as climate change. It is an uphill battle to sell good products and more emphasis on science and engineering are needed.

Q: Previous speakers have indicated that political will was lacking and that failure to use intellectual resources has resulted in them not being involved in their own country. The President must choose his own executives, which may need review and amendments to the Constitution.

A: The cabinet is picked from the Chamber from an election. Accountability is paramount, with the Cabinet as the national team contributing to the economy.

Q: The cultural spirit of SMMEs is about entitlement but we must allow youth to dream. Talk to the Cabinet to foster the spirit in the youth whose dreams are bold and persistent. They need experiment, fail and try again. Policies should favour this idea but it must also set dates for accountability in achievement.

A: The best have tried and failed but did it again. We have talent in this country and we want them to come forward and be bold and decisive. This kind of enthusiasm gives us renewed hope and we must not fail them.

2.9 Sustainable Partnership for Delivery of Vision 2036

The Minister of Investment, Trade and Industry, Honourable Bogolo Kenewendo, discussed how Botswana has moved from its 2016 vision to the 2036 vision and what is needed to achieve this vision.

The Minister began by reminding delegates that she and the Ministry team had only been in office for four months, during which time they had embarked on a journey to engage private enterprise – from retailers to hairdressers, to textiles and mining to announce, “We are an open economy.” Regulations have been passed to encourage an electronic-based economy with simplified processes.

To become a high-income economy would require a growth of 8% per annum but Botswana has only averaged 4% over the past 10 years. We need to double our efforts in partnership to achieve this growth.

To get out of the trap of middle-income, we need to recognise the value of human capital and become partners. It is not the responsibility of one person, for example, the President, but the responsibility of all. We win collectively if we embrace change, innovation, technology and young people and their ideas.

We need to develop SMEs to build capacity and create a conducive environment committed to other industries.

The BITC is organising trade missions to China and the US to encourage local business to employ more people, make profit and pay taxes. We need to build capacity so that

Botswana can leapfrog into the Fourth Industrial Revolution and transform the lives of its people.

We wish to live to do business and meet employees at the heart of the business.

2.10 Q&A Session 3

Q: To what extent are sister Ministries engaging in this to address the issues on the ground and to assist your Ministry

A: The Ministries of Labour and Immigration are asking how they can help. The relationship is encouraging and Cabinet sub-committees are pulling together to open up bottlenecks.

Q: There is a need to teach the youth about work – there are 87 000 not working, which some analysts equate to an \$86 million deficit in the GDP.

Q: In the Middle East, the young went to the UK and the US and learned how to run oilfields. Then they came back and took over the oilfields.

A: Youth is a growth industry and the President's entrepreneurship in education is work in progress. There is a trade training centre as one innovation.

Q: Young entrepreneurs need to go to market, they need robust business plans and support from financial institutions and social investment. They need support.

Q: Need to open up investments to protect millennials who are financially and emotionally drained by being unemployed. Investors need to invest in people to grow the economy.

A: A special SMEs sector engine for growth is continuing and we are laying out a red carpet for big investors and local businesses to be used productively for growth. The Special Economic Zones will reinvent the economy with products in partnership with locals. We will change the structure to ensure that deliverables are met.

2.11 Developing talent for high-income

This session, moderated by Mr Kenneth Molosi, Managing Partner/CEO of EOH Consulting, Botswana, had three presentations.

2.11.1 Building a stronger human capital base to enhance Botswana's economic competitiveness

Mr Xavier Furtado, World Bank Country Representative to Botswana and Special Envoy to SADC presented Human Capital and Business Competitiveness in Botswana.

He emphasised that Botswana is a young country but it is trailing its peers in maths and science and that its years of schooling are not equal to its years of learning. This drop in five years of learning implies a 40% loss in productivity.

He introduced the Human Capital Project, which will accelerate more and better investments in people globally. It has three elements:

1. Human Capital Index: Make the case for investment in the human capital of the next generation.
2. Measurement: Improve measurement and provide analysis to support investments in human capital formation.
3. Country engagement: Support Early Adopters, and ultimately all countries, to prepare national strategies that accelerate progress on human capital.

Early adopters will help develop a package of policies and interventions to accelerate human capital outcomes. They will:

- Leverage resources and increase spending efficiency
 - Analyse public spending & financing gaps
 - Mobilize domestic resources
 - Mobilize private sector demand and resources
- Align policies with results-focused investments
 - Develop results-focused policies
 - Design for optimal distributional impact
- Address measurement and analytical gaps
 - Develop clear measures of human capital outcomes eg learning and early childhood development (ECD)
 - Identify relevant policy levers eg expanding Service Delivery Indicator surveys

The Human Capital Index will have three ingredients reflect building blocks of the next generation's human capital:

- Survival: Will children born today survive to school age?
- School: How much school will they complete and how much will they learn?
- Health: Will they leave school in good health, ready for further learning and/or work?

There are currently 26 Early Adopter countries, of which eight are in Africa – Ethiopia, Kenya, Lesotho, Malawi, Morocco, Rwanda, Senegal and Tunisia. The World Bank is inviting Early Adopters to work with it to:

- Nominate a focal point within government
- Look at and discuss the detailed country data from v.1 of the Index
- Elevate the human capital policy dialogue across sectors
- Develop a national strategy to accelerate progress on human capital
- Discuss lessons/highlights during WBG-IMF Annual Meetings in Bali in Oct 2018, at a (proposed) first Human Capital South-South event

The World Bank will work with all countries after the Bali Annual Meeting to support implementation during the coming years.

Botswana was urged to become part of this vital human capital index to improve competitiveness before 2036.

2.11.2 Outward in, a view from a Botswana professional in the diaspora

Ms Bootsie Beeks, Assistant Vice President International Financial Data Services in Luxembourg, reviewed her experiences as a Botswana citizen in the global market.

She related that her early education in the UK and the assistance of a mentor made the transition to a foreign country easier. The reputation of Botswana as a well-respected, law abiding, peaceful country with a work ethic and independence was well known.

She encouraged those who would travel to maintain this perception and to pass this legacy onto the next generation because globally, people do business with authenticity of culture.

Living in Luxembourg, she has noticed the similarities – both countries are small, landlocked with small populations and strict immigration policies. People need to ‘pass the test’ in order to get a job.

Botswana has great intangibles – it knows how to treat guests like family and offer hospitality to visitors. It needs to encourage the embassies to integrate trade & investment offices and become business ambassadors. ICT links can encourage trust and verify identities.

2.11.3 Expanding frontiers: a Botswana success story in overcoming the small domestic market

Mr Guido Giachetti, Executive Chairman of RDC Botswana reviewed 47 years in Botswana with foreign direct investments since 1971 – the journey of a development partner.

The company, which began in 1870, first invested in Africa (Nigeria) in 1961 and then in Botswana in 1971. The Botswana office served as a springboard for further investments – Madagascar/Mauritius in 1999, South Africa in 2005, Mozambique in 2015 and Namibia in 2016. Expansion to the US was also in 2016.

Its business extended from its core of land acquisition, construction, real estate and farming from 1971- 1990 to opening of capital to public and private joint ventures, group services asset management and tourism to 2016. It now focuses on diversification into capital outflow/inflow in the region, international exposure and new business in Botswana (FDI) as a plan until 2026.

In 1971, its FDI was ZAR22 000; today this is P2.2 billion in assets with an average return on equity (ROE) > 17% through diversified income streams. It has 26 joint ventures (16 Botswana / 10 foreign from Botswana), it has developed local skills and has contributed to the community through school, hospital, charities and culture.

- Renewed spirit of partnership with government
 - Unfortunately sometimes government is more a competitor than a partner (Innovation Hub, tax incentives for IT, developer of precincts)
 - Encouraging established investors to increase their presence (eg investing in tourism)
 - Increasing the allocation of investments by local pension funds into local business;
 - Enabling the participation in new technologies – new ideas do not always adapt to old procurement methods
- Policy framework
 - Simplifying the licensing/authorization of projects – e/platform, open to creating local HQ
 - Maintain a low interest rate environment, de-linking the Pula from currencies that are too volatile – stable and strong Pula so as to enhance outwards investments;
 - Increase and broaden the Double Taxation Agreements – IFSC regulations to compete.
 - Education effort: increasing the numeric/arithmetical skills from primary level
- Private sector
 - Increase productivity and work ethics
 - We need a banking sector with more efficiencies and eager to create partnerships

He concluded by noting that the private and public sector need to work closer in identifying sectors in which to invest and making Botswana the springboard for its companies to compete internationally and bring best practices to Botswana.

2.12 Q&A Session 4

Q: There is a concern about the high impact that artificial intelligence (AI) will have on human capital. There is a lack of Science, Technology, Engineering and Math (STEM) subjects, robotics and retooling to meet this new reality. The budget needs to manage this effectively.

Q: There is a forgotten underclass – marginalised, they drop out of school, with poor health and alcoholism; the Government needs to take these 200 000 people and upskill them, not give them handouts.

Q: How do you retain the quality of investment?

A: We are struggling with it. Compared to Singapore, Botswana unit costs are high. The efficiency in Singapore is consistently evaluated against design and workers, which is a major difference. The technical education is actively attached to industry.

Q: Other countries develop their children though culture and authenticity. How we are being raised, be it at 200 kms an hour or 20 kms an hour, needs to be improved but not replaced.

2.13 Putting a stake in the ground

Messrs Balisi Bonyongo and Kenneth Molosi together moderated the session on ‘How do we move forward to high-income Botswana. What are we committing to get there?’

To develop a working model, delegates were encouraged to answer the following questions: What should we stop doing now, what should we start doing now and what should we continue doing?

The consensus created the following suggestions that were then carried forward to day 2, to unpack more thoroughly.



Stop, Continue....




<p><i>What must we stop doing?</i></p> <ol style="list-style-type: none"> 1. Un-willingness to accept new ideas 2. Stop talking. ..ACTION 3. Poor work ethic 4. No businesses Stop the dispensation to run business while employed 5. Ever benchmarking and master admirers 	<p><i>What must we continue doing and enhancing?</i></p> <ol style="list-style-type: none"> 1. Invest in education and training “BUT” more efficiently 2. Prosecute corruption 3. Complete the last mile of all the projects that we do 4. Benchmark and use results to improve our policies
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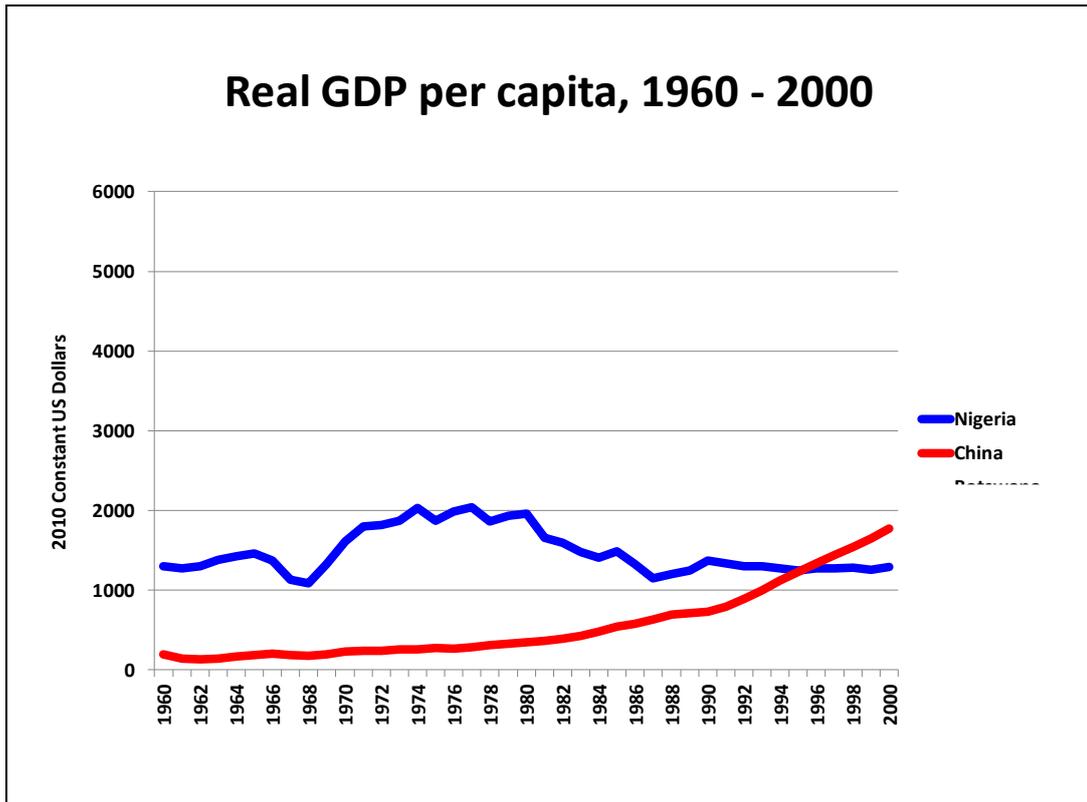
<p><i>What must we start doing?</i></p> <ol style="list-style-type: none"> 1. Improve tourism model 2. Start believing in ourselves, believe in Batswana 3. Culture change 4. Re-focus agriculture as a great potential for growth 5. Improve Accountability 6. Improve bandwidth ..Free internet? 	<div style="text-align: center; margin-bottom: 5px;">  </div> <p><i>What must we start doing?</i></p> <ol style="list-style-type: none"> 8. Availability of data; relevant data. Silicon value 3 D’s: Data, Digital, Democratizing. 9. Be bold and take risks as a country. E.g. Mega Projects 10. Adopt a culture of maintenance of our assets 11. Mentorship to young small companies & exposure 12. Women inclusion / gender balance
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3. Executive Summary – Day 2

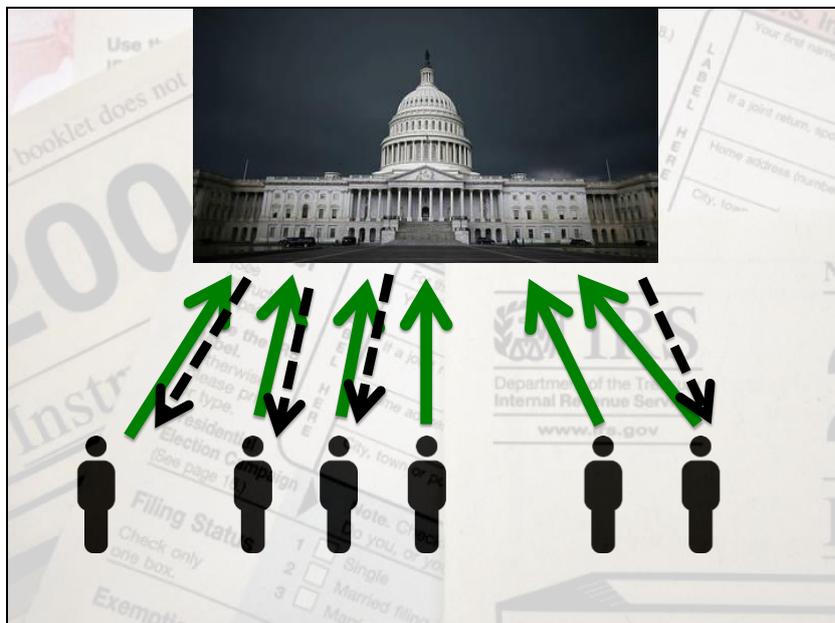
Day 2 saw delegates welcomed back by the Conference Chairperson, Tabake Kobedi and beginning the first session – Building on international competitiveness.

3.1 Building on international competitiveness - 1

Professor Catherine Duggan, Professor of Management and Political Economy, Vice Dean for Strategy & Research at the African Leadership University gave an impassioned presentation on the lessons that can be learnt from Nigeria, Rwanda, China and other growth economies.



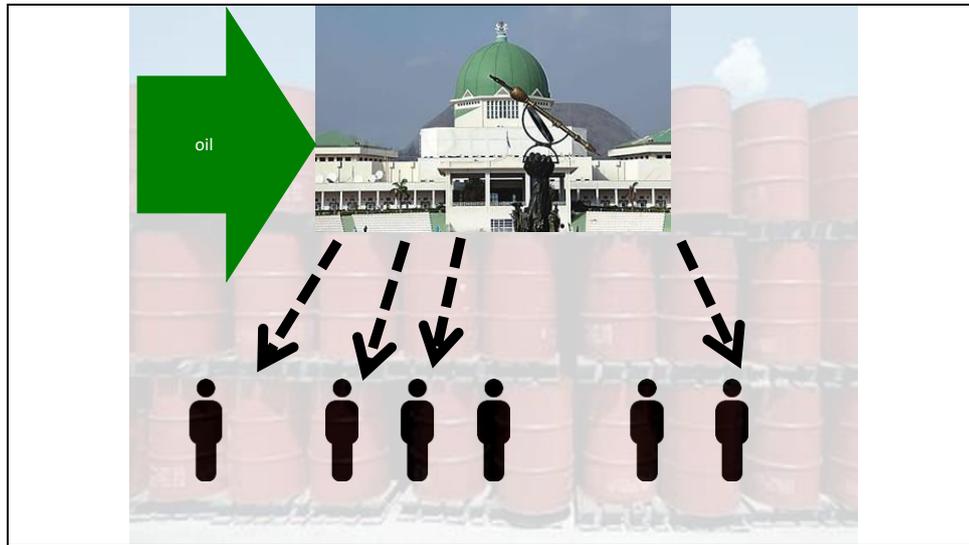
When there are many people paying taxes to government, then the government in turn can provide services.



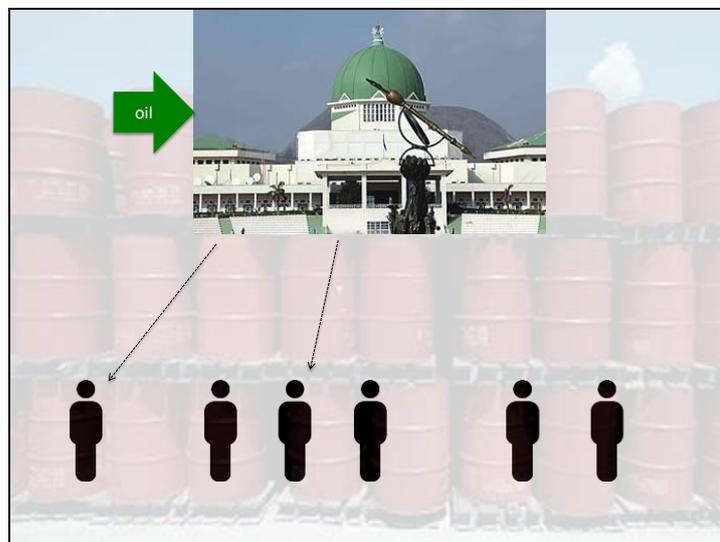
Nigeria's lessons

However, when a natural resource, such as oil is generating income for a government, then in good years, it can supply necessary services and infrastructure.

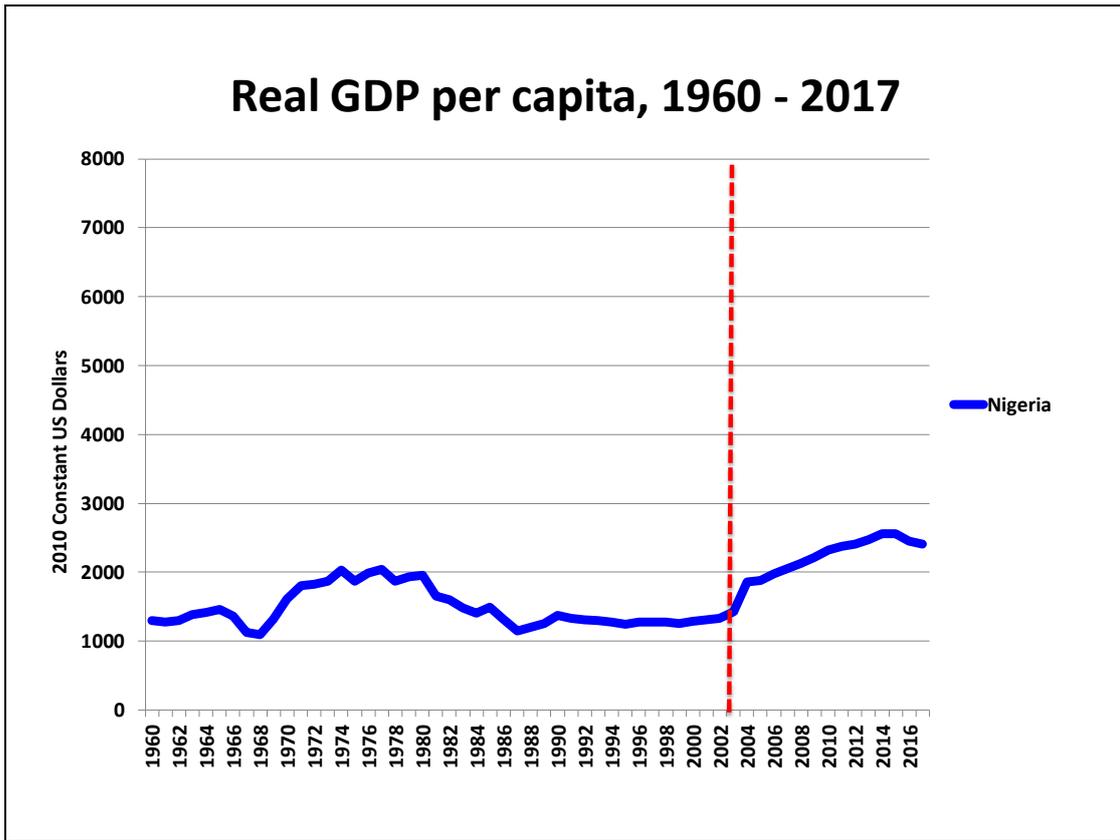
Nigeria became a 'Rentier State', where it no longer depended on taxes for income but on oil, with 85% of its income from oil. This resulted in a low incentive to grow the private sector, build new power stations, infrastructure, improve education or roads. In addition, its costs on power from natural gas were 10% against Kenya's less than 1%. The oil refinery imported all its refined oil.



However, a reduction in oil income meant a reduction in services, so less for the people. The GDP went down and Nigeria faced a crisis.

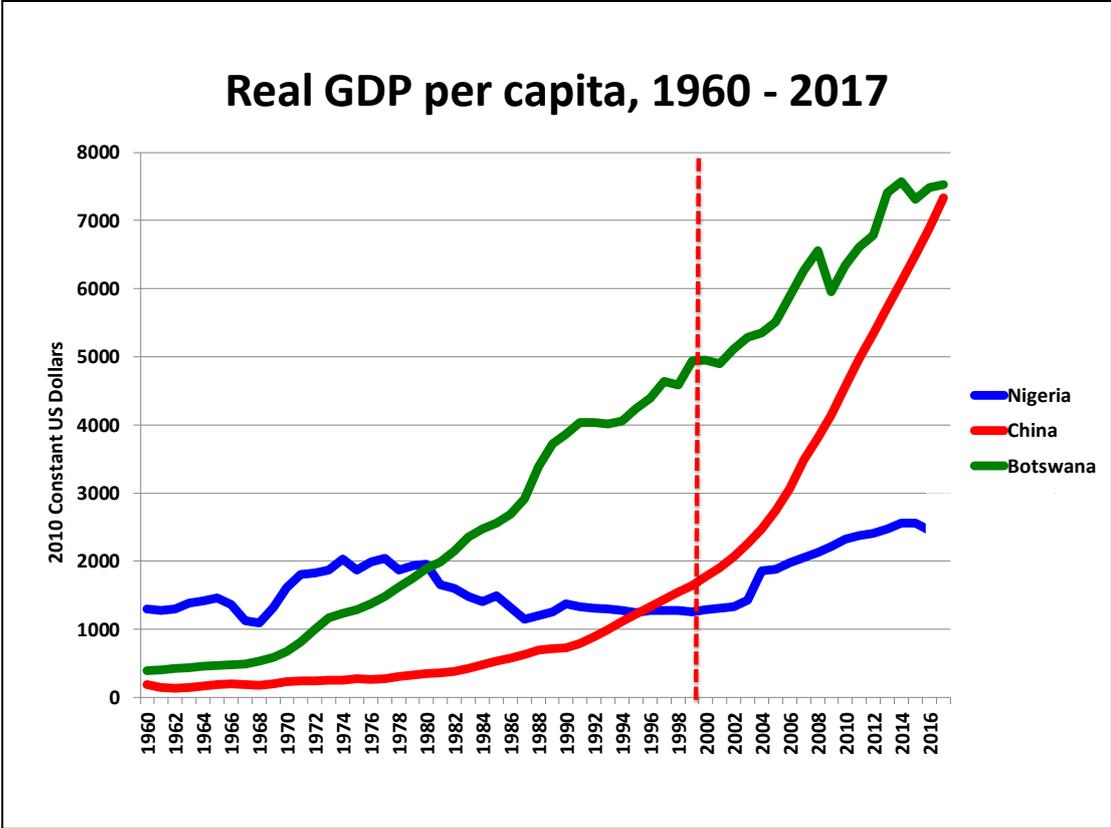
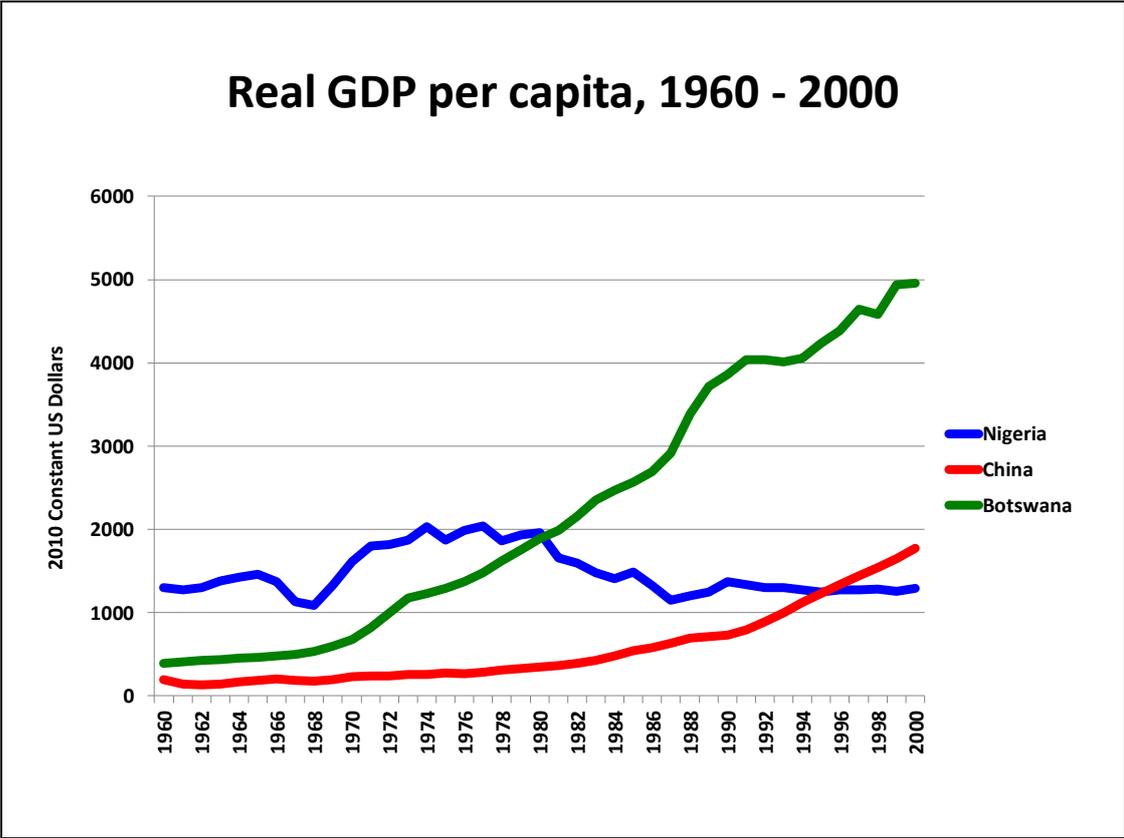


In 1999, a privatisation process began and by 2003, technocrats were helping the problem through investments, support and negative debt policies. The country then saw significant growth after decades of stagnation.



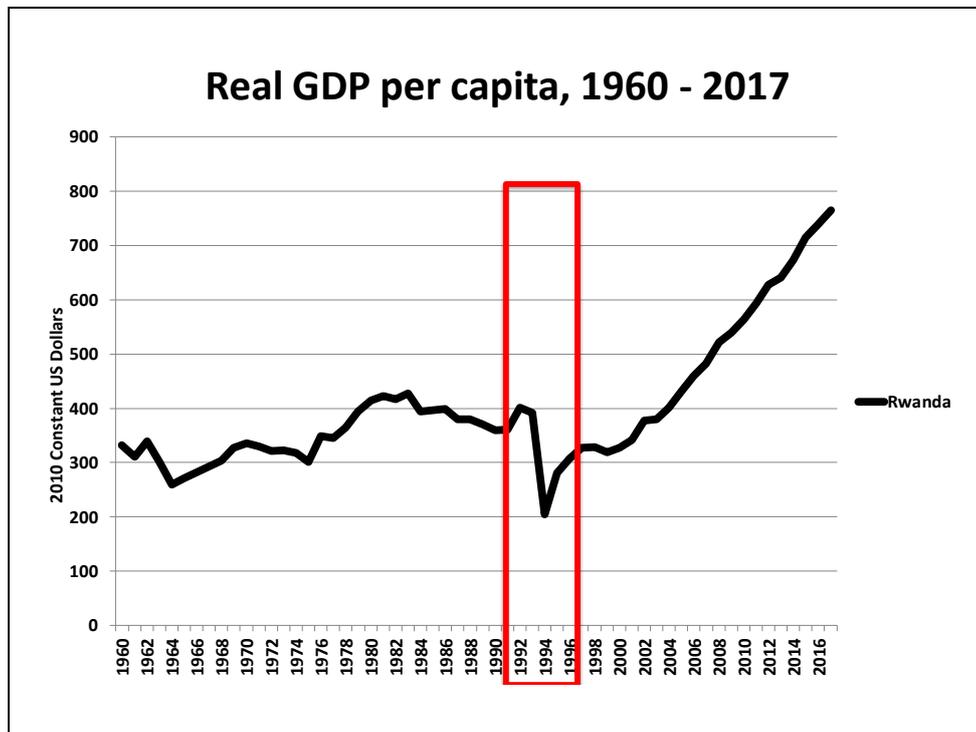
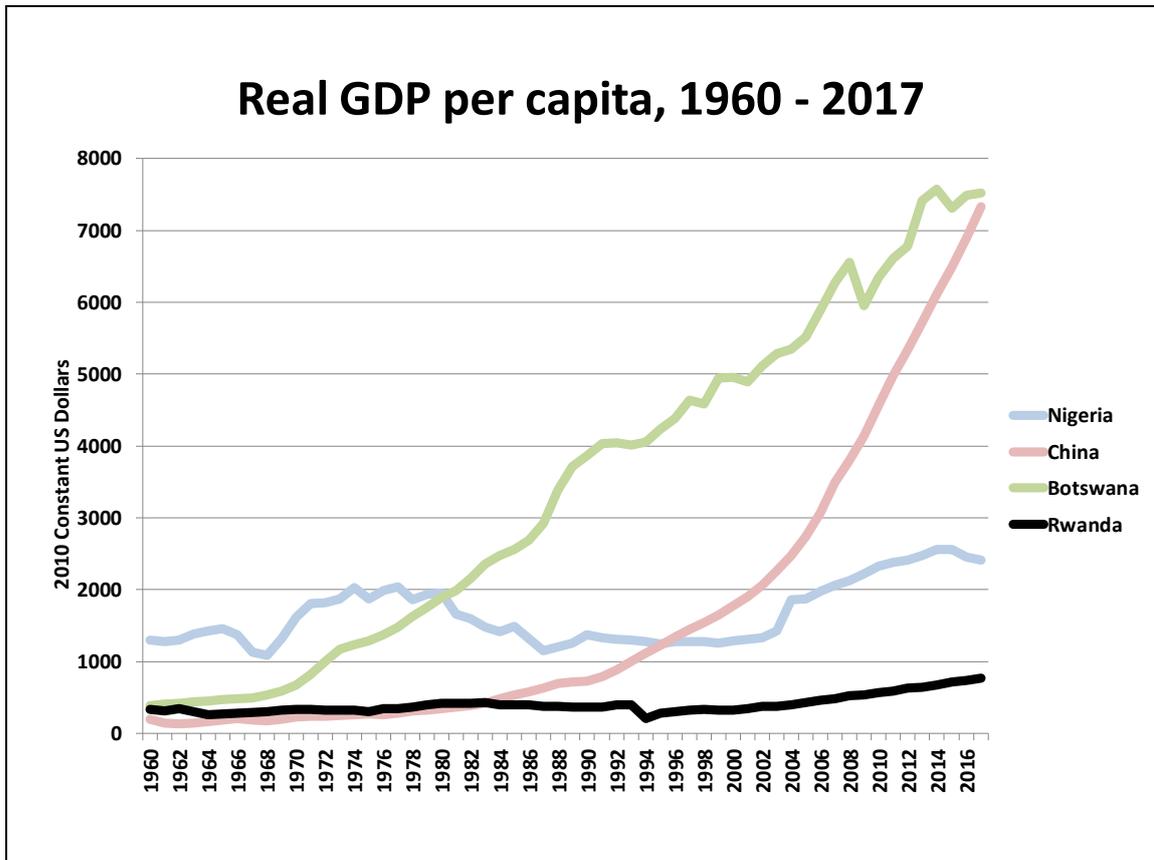
China's growth

As can be seen from the graphs, China's growth from 1960 to 2000 was not good. However, in 2001, China joined the World Trade Organisation and began its spectacular rise to prosperity.

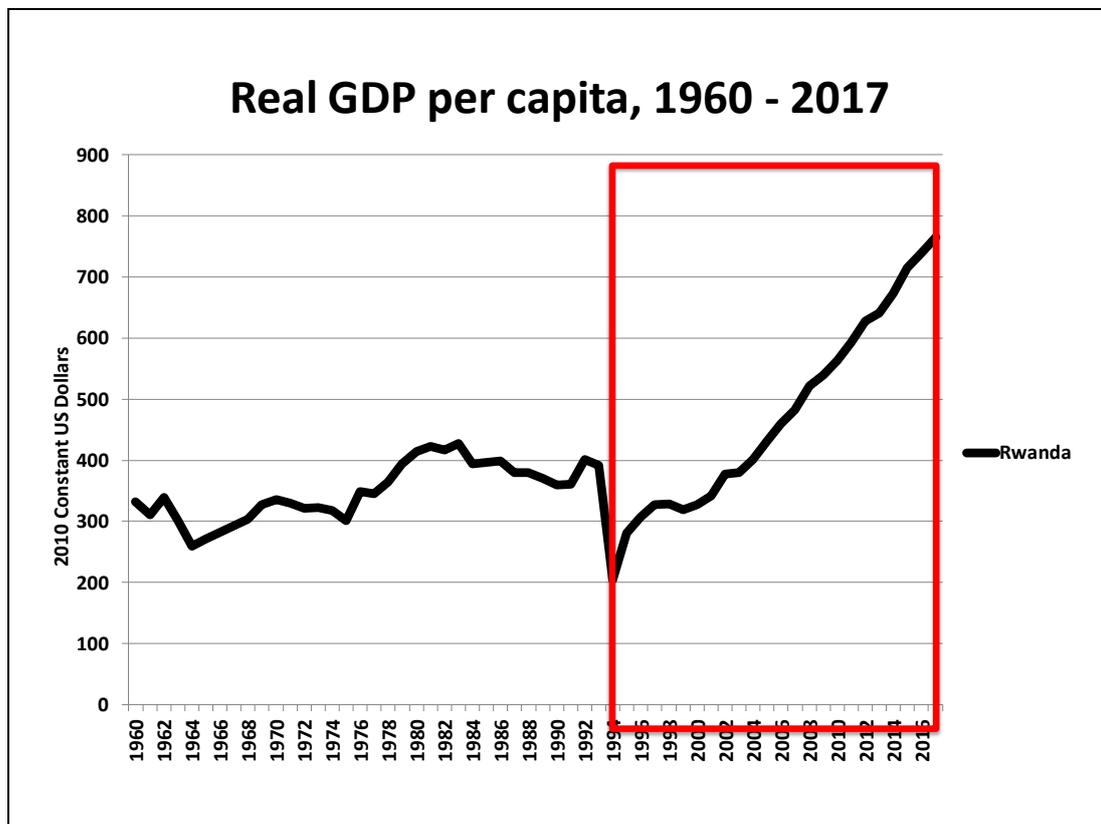


Rwanda recovers from genocide

Rwanda did not have high-growth status but its terrible genocide resulted in a massive drop in GDP, as can be seen from the detailed graph.



Following this period, the country took positive steps to recover. Its capital is seen as a clean green city, it has the best gender efficiency and it has done this through a rigorous plan of implementation.



The national leadership, including opposition, ambassadors, judges and generals, go on an annual retreat to a basic army campy. This is not a blame session but each member is asked to reflect on how to create accountability, critical thinking and problem solving skills.

They are asked follow-up questions until all the issues have been unpacked.

Singapore sacrifices to meet goals

When thinking about growth, labour, capital and productivity – what motivates people to work harder?

In 1960, the GDP per capita (constant 2000 US Dollars) was \$2,251 in Singapore; \$5,425 in Venezuela; \$2,554 in Mexico and \$2,204 in South Africa.

In 2017, it is \$85,535 in Singapore; \$52,225 in the US; \$39,753 in the UK and \$45,229 in Germany.

During the 1980s recession, the then President of Singapore stated, “The recession cannot be solved by the government alone. These measures will only work if we have the full support of the people. This means that we must all hold and, if need be, reduce our standard of living. For the first time in many years, things will not be better this year than

last... Singaporeans must “hold together, renew our common bonds and emerge tested, tempered and strengthened.”

Professor Duggan contrasted John F. Kennedy, “My fellow Americans, ask not what your country can do for you; ask what you can do for your country” with Deng Xiaoping, who said, “Let some get rich first, others will get rich later.”

The GDP comparison between Chinese states shows how poorly this worked as a strategy.



Professor Dugan ended by quoting Johann Wolfgang von Goethe, ‘Dream no small dreams, for they have no power to move the hearts of men.’

3.2 Building on international competitiveness - 2

Mr Kelotsositse Olebile, CEO of Botswana Investment and Trade Centre, continued on the theme of international competitiveness.

Botswana needs to have the ability to meet the test of international buyers if it is to compete in the international space. The government needs to facilitate this as there is a strong imperative towards globalisation – trade barriers are falling and technology’s fast pace is building competitiveness.

Successful economies have the following in common.

1. Effective structures that encourage Public Private Partnerships
2. There are facilitating agencies, such as a Board of Investment that can run with compelling ideas.
3. There is optimisation of technology online
4. There are structures for business-to-business facilities – driven by the government. Many companies are not members of Botswana Business and these need to be encouraged to join.

3.3 Q&A Session 1

Q: When comparing Nigeria and Botswana – what are the best ways to increase productivity?

Q: I notice that Rwanda and Singapore are both dictatorships.

Q: Is there an enabling framework? Is the Board of Investment legislation in place? Investors could be locally integrated and harmonised.

A: In a democracy, citizens are heard; autocrats do not always grow strong institutions.

A: There are strong institutions in Botswana and wealth. The government needs more money, which means more productivity. Everyone should feel proud of Botswana, including employees.

A: To create a Board of Investment means that laws need to be changed. In Rwanda, it changed 32 laws and Acts; in Mauritius, 20 laws were changed to create the Board. Ministries need to move from, “This is my Act, you can’t touch it,” to one of co-operation.

3.4 Gearing towards a knowledge based economy

Moderated by Mr Lucky Moahi, Deputy PRO Vice Chancellor (Internationalisation) Botho University, this session had two presenters.

3.4.1 Future world of work

Ms Matlhogonolo Mponang, Head of HR at De Beers, discussed how she and other colleagues have visited various schools in more rural areas and found them lacking.

They have set up clinics to assist out of school youth who are unable to find employment. They have noted that the academic and vocational education systems need to work together in a back to basics plan to equip students with job ready skills.

They saw primary schools that have 35-40 students per class, which range from top students to special needs children, and there are not enough books. Many children travel 30 kms to get to school.

There is not enough attention paid to STEM subjects, particularly for girls, and what is needed is for business to adopt such schools to address both the top scholars' and the special needs' requirements.

Botswana needs an innovation-based economy, supported by government, parastatals, business and the community. The gap in the knowledge economy can be seen by the fact that in China, an 8-year old is expected to create an app, as part of his or her homework, but there is little to no ICT in schools, thus widening the gap.

3.4.2 Gearing towards a knowledge based economy

The presentation by Ms Naledi Madala, Economist at Barclays Bank Botswana, began by defining the knowledge economy.

A knowledge-based economy is an economy that is capable of knowledge production, dissemination and use; where knowledge is a key factor in growth, wealth creation and employment, and where human capital is the driver of creativity, innovation and generation of new ideas, with reliance on information and communication technology (ICT) as an enabler.

A new economy is seen as:

- Dynamic
- Technology, brand and service-based ventures
- Open innovation and network-based organization
- Strategic human resources
- Start-ups starting globally
- Universities as engines in the knowledge economy
- Cities and regions as intellectual infrastructure
- Lifelong learning
- Innovation and Knowledge
- Digitisation
- Alliances and partnerships

There are four pillars to the knowledge economy:

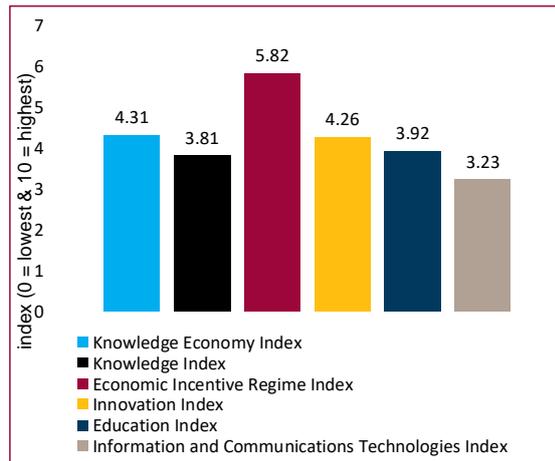
- Education and Human Resources:
 - Adult Literacy Rate
 - Secondary Enrolment
 - Tertiary Enrolment
- The Economic Incentive and Institutional Regime:
 - Tariff & Nontariff Barriers
 - Regulatory Quality
 - Rule of Law
- The Innovation System:
 - Royalty and License Fees Payments and Receipts
 - Patent Applications Granted by the US Patent and Trademark Office
 - Scientific and Technical Journal Articles
- Information and Communication Technology (ICT):

- Telephones per 1,000 people
- Computers per 1,000 people
- Internet Users per 10,000 people

Various graphs indicated that there is a tremendous gap between Botswana and those countries identified as knowledge driven economies, such as Malaysia and Mauritius.

Where does Botswana stand?

- Botswana
- 2000 rank:67/147 (Index 4.99)
- 2012 rank:85/147 (Index 4.31)
- There is a tremendous gap between Botswana and those countries identified as knowledge driven economies

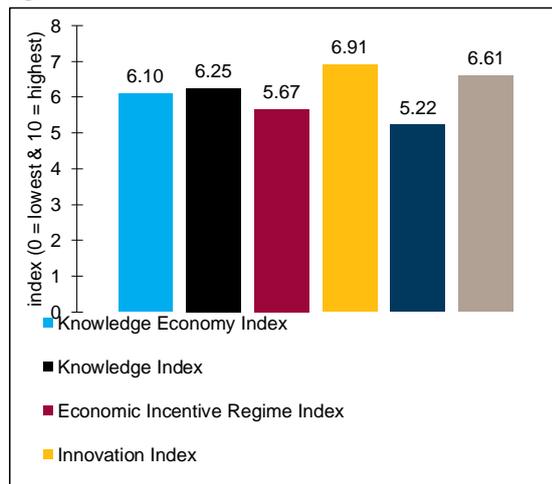


Source World Bank Knowledge Assessment Methodology, 2012

7

In comparison to Malaysia

- 2000 rank: 45/147 (Index 6.37)
- 2012 rank:48/147 (Index 6.10)

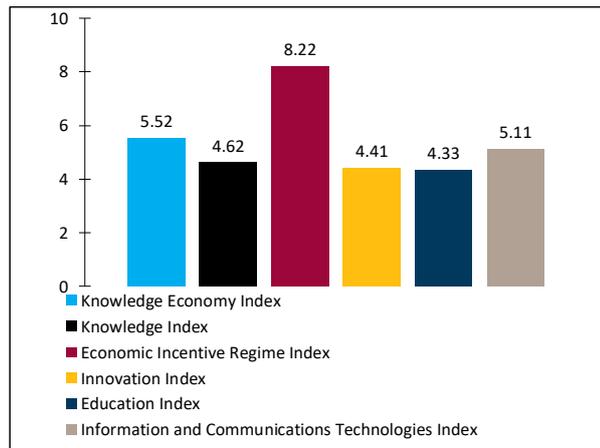


Source World Bank Knowledge Assessment Methodology, 2012

8

In comparison to Mauritius

- 2000 rank: 63/147 (Index 5.36)
- 2012 rank: 62/147 (Index 5.52)



Source World Bank Knowledge Assessment Methodology, 2012

9

Research and development expenditure (% of GDP)

Country	2005	2012	2013
Botswana	0.53286	0.25388	0.5423
South Africa	0.86276	0.7345	0.72283
China	1.31015	1.90711	1.99102
Singapore	2.16142	2.00685	2.01219
United States	2.50479	2.69803	2.74019
Japan	3.1818	3.20881	3.31612
Finland	3.33762	3.41594	3.29266
Israel	4.03952	4.16273	4.14179

Source :World Development Indicators

10

Botswana has the relevant policies such as:

- The 1998 Science and Technology Policy is credited with the establishment of the following bodies:
 - The Botswana Innovation Hub, which serves as a platform for providing linkages between the public and private sectors ;
 - The Botswana International University of Science and Technology, which has been mandated to integrate education, research and production
 - The School of Medicine
- National Policy on Research, Science, Technology and Innovation in 2011
- Maitlamo Policy
- Education Policy

However, what is needed is implementation.

As an example of what could be achieved, Israel, China and Korea were used as examples of knowledge based economies.

Israel

- Mixture of knowledge, innovation and entrepreneurship
- Quality universities that provide the economy with human capital, scientific aptitude, and technological abilities (high number of engineers)
- Entrepreneurial culture
- Commercialization of Research
- Strong presence of major global technology companies
- Critical mass: capital, investors, VC funds, start-ups
- Modern legal and financial infrastructure
- Government support: incentive plans, tax benefits, immigration

Korea

- Successful transition path of Korea towards knowledge economy was enabled by credible and sound socio-economic policies
- Promoting human capital development,
- R&D, technology adaptation and diffusion
- Efficient institutional build-up
- Advantages related to demographic and geographic conditions at initial stages

China

- The EU still leads the world for publications (34%), followed by the USA on 25%. Despite these impressive figures, the world shares of both the EU and the USA have fallen over the past five years, as China has pursued its meteoric rise.
- Chinese publications have nearly doubled over the past five years to 20% of the world total.
- Ten years ago, China accounted for just 5% of global publications.
- This rapid growth reflects the coming of age of the Chinese research system, be it in terms of investment, the number of researchers or publications.

One of the key missing elements is data on Botswana; there is no standard methodology for local or national authorities in collecting data; an improvement in this would increase the knowledge Botswana has of its schooling, educational and vocational needs.

In conclusion, she noted that Botswana needs to create an enabling environment for conducting scientific and technological R&D and to stimulate innovation. There needs to be R&D landscape coordination/priority setting (we need to act decisively, targeting investments in areas of strategic opportunity).

Data is the new currency and universities need to be the engines in the knowledge economy. Much can be achieved through partnerships between private companies, universities and government.

3.5 Propelling a vibrant micro and small enterprises sector

Moderated by Mr Kenneth Molosi CEO and Managing Partner of EOH Botswana, Professor Patrick Malope, Senior Researcher Fellow Microeconomics at Botswana Institute for Development Policy Analysis, gave a presentation on the role of MSEs in the economy.

Botswana attained high growth rates that propelled the country into an upper middle-income country, spearhead by diamonds. Growth rates have declined and the mineral sector is not expected to propel the economy to a high-income country.

Botswana faces challenges of poverty, unemployment and inequality and transition to a high-income country, an aspiration of Vision 2036, requires transformation. One way of transforming the economy is through the development of the Micro and Small Enterprises (MSEs).

Botswana has long recognised the importance of the MSE sector; Vision 2036 states, 'Botswana will have a vibrant micro and small enterprise sector that contributes significantly to the economy'. In support of this, NDP 11 puts the SMME sector at the centre of promoting growth and creating employment. The MSE sector has the potential to propel the country to high-income status.

In defining MSEs: micro enterprises employ 1-5 people, small enterprises employ 6-25 people and medium enterprises employ 26-100 people.

Micro enterprises form the majority of informal businesses, which are those that have not be registered and normally operate from home. The majority of the MSEs operate in the tertiary sector, rather than the primary or secondary sector because of the high capital needed in the latter.

In terms of the contribution to the Botswana economy, the majority of the employees in the MSE sector are women and youth. There has been an increase in informal businesses, because of decrease in formal employment and the government's freeze on new posts. Many informal businesses employ one or two people and estimates suggests that SMMEs employ about 32% of the labour force and significant amount in the MSE sector – estimates 2007.

MSEs have the potential to increase income for those employed in the sector and hence contribute to GDP growth and diversification. Estimate suggests that the MSE sector contributes between 35%-40% to the GDP. MSEs also have the potential to reduce poverty and, as they employ more of the disadvantaged groups, they have the potential for inclusive growth, hence a reduction in inequality.

MSEs face many challenges. First is the lack of access to finance, with the majority of MSE funding their businesses through personal savings, which may not be enough. This limits them in reaching their potential. They are often unbanked hence have difficulties in accessing commercial bank credit. They have a lack of entrepreneurial culture and business skills. Institutions, such as LEA, have been successful in instilling entrepreneurship and more

and more Batswana are considering establishing businesses. However, there is apparently high business discontinuation rate, because of the lack of business skills.

For MSEs to be globally competitive they need to come up with innovative products but there is a limited budget going to R&D and there are infrastructural bottlenecks. Another drawback is that many operate from residential areas and have difficulties accessing services such as electricity and telecommunications.

Formal businesses are more productive and are better placed to access services. However, though many informal micro businesses recognise that informality bars them from the markets and services, they choose not to register.

Government needs to convince businesses that the benefits of registration surpass the costs. Integration and formalisation requires segmentation to allow for effective, differentiated and targeted interventions. Formalising informal businesses is an important first step toward closing the credit gap.

Subsidies are needed to fill credit gaps and target disadvantaged sections of the population such as women and the youth. Programmes funded by subsidies need to be implemented effectively and monitored so that they their intended objectives. Subsidies should not be seen as entitlement schemes, but should be impactful on the beneficiaries.

Currently we have both private and public financiers in this market.

- CEDA provides subsidised credit to citizen businesses, including start-ups
- NDB also finances start-ups
- Commercial banks have dedicated SMME desks and some participate in the CEDA managed Citizen Credit Guarantee Scheme but they are not eager to finance start-ups

However, there is still a gap, as majority of SMEs still decry that lack of finance as one of the major impediment to their growth. Innovative products are needed from the private sector that targets the MSE, eg CEDA Mabogo Dinku. For commercial sector to provide these services, MSEs need to demonstrate the viability of their businesses and improve productivity.

In terms of the government policies, there is the Government's commitment through the SMME Policy of 1998. However, policy decisions concerning the informal sector/MSE require accurate information about them. As indicated in Vision 2036, there is need to collect and analyse data on the informal sector and its contribution to the economy.

The review of the 1998 SMME Policy is needed so that it meets the current needs of the SMME sector and there is a need to undertake research on what the current needs of the MSE sector are – LEA is intending to something similar to this.

In conclusion, MSEs generate income and hence contribute to the growth of the GDP towards a high-income Botswana. MSEs are also important for inclusive growth; we do not want to have a high-income Botswana with poor people. The aim must be achieving prosperity for all.

We need to nurture the MSE sector however difficult it is and we need to identify the MSE critical needs and address them.

The private sector should improve its productivity so that they are competitive globally and develop export-oriented enterprises and government should see that there is effective implementation of policies meant to promote the private sector, eg Privatisation Policy, SMME Policy etc.

3.6 Q&A Session 2

Q: Funding is a problem – loans are aligned with risk and this is not for banks but perhaps for capital market investment.

Q: We need network capital. Mentally, we are still in the old economy and not the new. We need to think about job creation in a new way.

A: We need to change and cultivate entrepreneurs through a training programme and ask what their constraints are. Microenterprise also needs to grow and that needs to be nurtured and funded.

3.7 Innovation as a catalyst for economic growth

Ms Olebile Makhube Head of Corporate and Investment Banking at Rand Merchant Botswana introduced the topic with a few remarks. The sector that has the potential to boost economic activity and turn Botswana into a high-income economy is innovation and technology. In this, the role of the private sector is crucial.

Young people have innovative ideas that, although risky, can be profitable. However, they are often frustrated because financial institutions are reluctant to fund their ideas without collateral. Innovators must think beyond getting loans from banks and adopt other unconventional methods of financing like approaching angel investors and crowd funding.

Mr Martin Stimela, as Group CEO of Brastrone gave an impassioned speech on the value of failure and trying again, as he related his meteoric rise to success through the provision of services to those not seen as a viable market.

Having been fired because he was not a technocrat but rather an original thinker, Stimela formed a company that provides mobile services to the majority who do not possess smartphones. Begun in Botswana, he now works in 19 countries across Africa.

He researched what people wanted from the Internet – which was social eg Facebook; access to information eg Google; and a trading platform, so that they could prosper. However, this had to be achieved on a simple platform that could be used by simple mobile phones, given the cost of data and lack of bandwidth in Africa.

He used the USSD technology, which offers a basic service, dumbed down the offerings to reduce bandwidth time and launched *118#.

The uptake was phenomenal and was achieved by partnering with Orange and by charging a small fee. Getting a payment from rural users is difficult – they do not have nor trust cards and they cannot go to banks. The solution was to take payment in airtime – by taking P5 a week, with Orange taking 35%, it was possible to be profitable in 2 months.

The business grew through word of mouth – the first day there were 100 people, 50 000 in a week and 100 000 in a month.

Having proved the possibilities of this kind of system, we are now ready for the next market. Imagine how this could be used in agriculture. Kenya has already proved the viability of such apps for small farmers. Block chain efficiencies in Kenya have already seen \$450 million in transactions – this is the potential of digital free trade.

Health, education and even loans are possible using new technologies. One could make small loans, payable over 4 days and earn 6% profits. It is possible to foster growth and begin to eradicate poverty through mobile technology – imagine WhatsApp for agriculture?

These models could work for youth and sell success more than innovation hubs, which do not get the people what they need, which is strategies that build retention and profit.

3.8 Q&A Session 3

Q: Wonderful to hear of a world beating application founded here and going global

Q: This kind of drive must become a national mind-set through the district to the people.

Q: We need more Marks in the country!

A: My blueprint is to have multiple income streams – at the moment I have 12 around the core of mobiles. There are no borders, there are just numbers and database trends that give us access to the people. When it comes to intellectual property, there are no patent lawyers in Botswana, so one has to go to South Africa and pay a lot of money. It is about a mind-set and passion. We can solve more for the people by expanding our business beyond this beginning. We plan to stay in Botswana and use this as a launching pad to get bigger corporate work in places like the US and Germany.

3.9 Setting up for execution and implementation roadmap

Working from the input from delegates in Day 1 as to what should be stopped, what should be started and what should be retained, Mr Oabona Kgengwenyane, Managing Director of Innolead presented a review of his organisation, the input received and the roadmap that would drive Botswana to a high-income economy by 2036 or earlier.

He urged delegates to see if they could not achieve some of these goals within five years. He also mentioned that Botswana needs a 100 000 Martins and that we need to keep our youth in Botswana, rather than lose them to international destinations. Finally, he asked businesses to consider 'adopting' a SME to grow the economy.

 <h2 style="margin: 0;">SWOT Analysis</h2> 			
STRENGTHS	WEAKNESSES		
<ol style="list-style-type: none"> 1. Good global brand 2. Good base infrastructure 3. Good base institutions 4. Strong values of Botho 5. Political stability 6. Prudent economic management 7. Comparative advantages (tourism product, beef, mining etc) 	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ol style="list-style-type: none"> 1. Poor Equality of Education 2. Weak Private sector 3. Narrow economy 4. Low implementation capabilities 5. High unemployment levels 6. Poor doing business 38 to 72 7. Poor work ethic 8. Bureaucracy..red tape 9. Poor leadership </td> <td style="vertical-align: top; width: 50%;"> <ol style="list-style-type: none"> 10. Lack of access to finance 11. Forgotten under-class 12. Multiple institutions overlapping mandates 13. Unhappy country 14. Poor creativity and innovation 15. Unavailability of data 16. House hold debt 17. Unclear private vs GoB partnership 18. Culture of self-praise </td> </tr> </table>	<ol style="list-style-type: none"> 1. Poor Equality of Education 2. Weak Private sector 3. Narrow economy 4. Low implementation capabilities 5. High unemployment levels 6. Poor doing business 38 to 72 7. Poor work ethic 8. Bureaucracy..red tape 9. Poor leadership 	<ol style="list-style-type: none"> 10. Lack of access to finance 11. Forgotten under-class 12. Multiple institutions overlapping mandates 13. Unhappy country 14. Poor creativity and innovation 15. Unavailability of data 16. House hold debt 17. Unclear private vs GoB partnership 18. Culture of self-praise
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OPPORTUNITIES	THREATS		
<ol style="list-style-type: none"> 1. FDI 2. Emerging technologies; Artificial Intelligence (AI) 3. ICT 4. Offering unique value proposition to the world 5. A young country 6. Futuristic planning 7. SME as driver of economic growth 	<ol style="list-style-type: none"> 1. 43/63 Risk 2. Diamond trap 3. Narrow economic model 		



1. Programme Innovation

1. Accelerate digitisation/ e-Gov (free internet?)
2. Review & implement Science & Technology Park
3. Develop & implement a National Innovation System

2. Programme International competitiveness

1. Implement SEZA
2. Accelerate cluster development
3. Develop accelerated *Doing business Strategy*
4. Develop Wellbeing/ happiness Programme
5. Develop / Implement Export Develop Programme
6. Review Transportation/ Logistics Strategy
7. Develop National Infrastructure Plan

3. Programme Human Capital

1. Review education system
2. Develop robust national youth mentorship programmes
3. Implement a Human Capital Project (World Bank First Adopters)
4. Review social welfare programmes
5. Develop culture change programme /meritocracy driven system

4. Programme Vibrant SMMEs

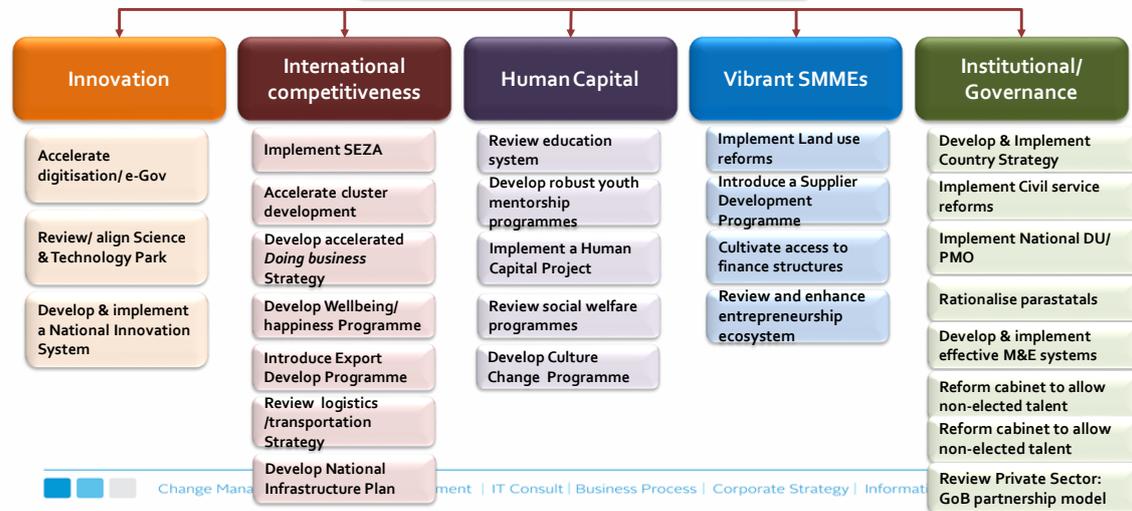
1. Implement Land use reforms
2. Introduce a Supplier Development Programme
3. Cultivate access to finance structures
4. Review Innovation Fund
5. Review and enhance entrepreneurship ecosystem

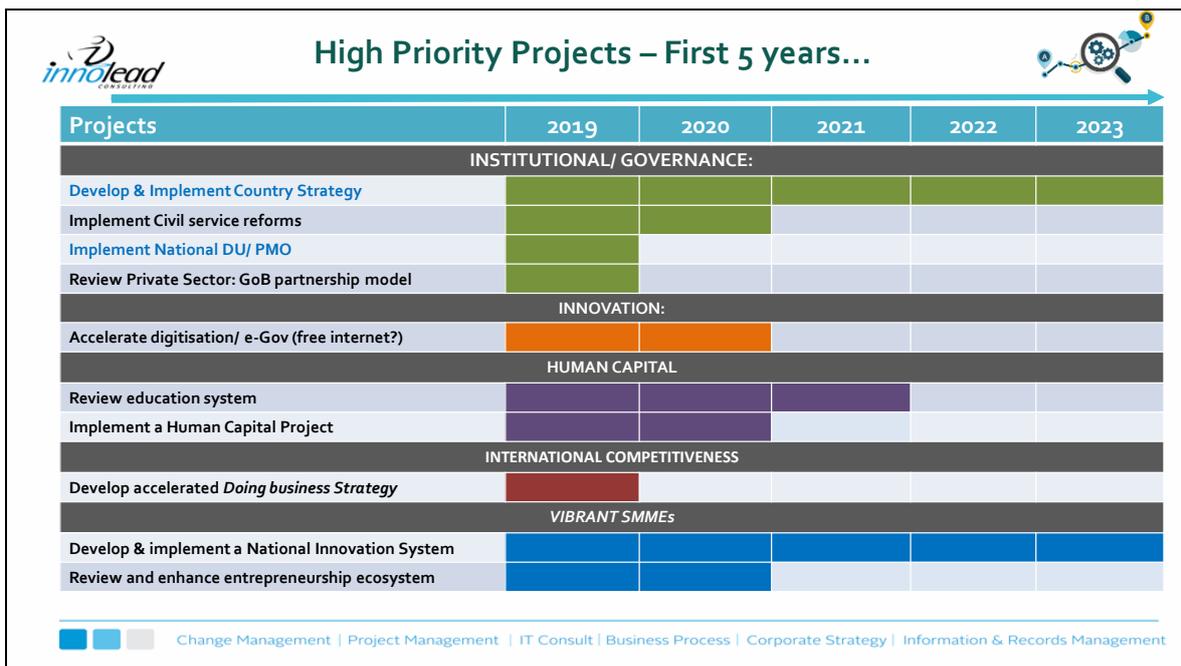
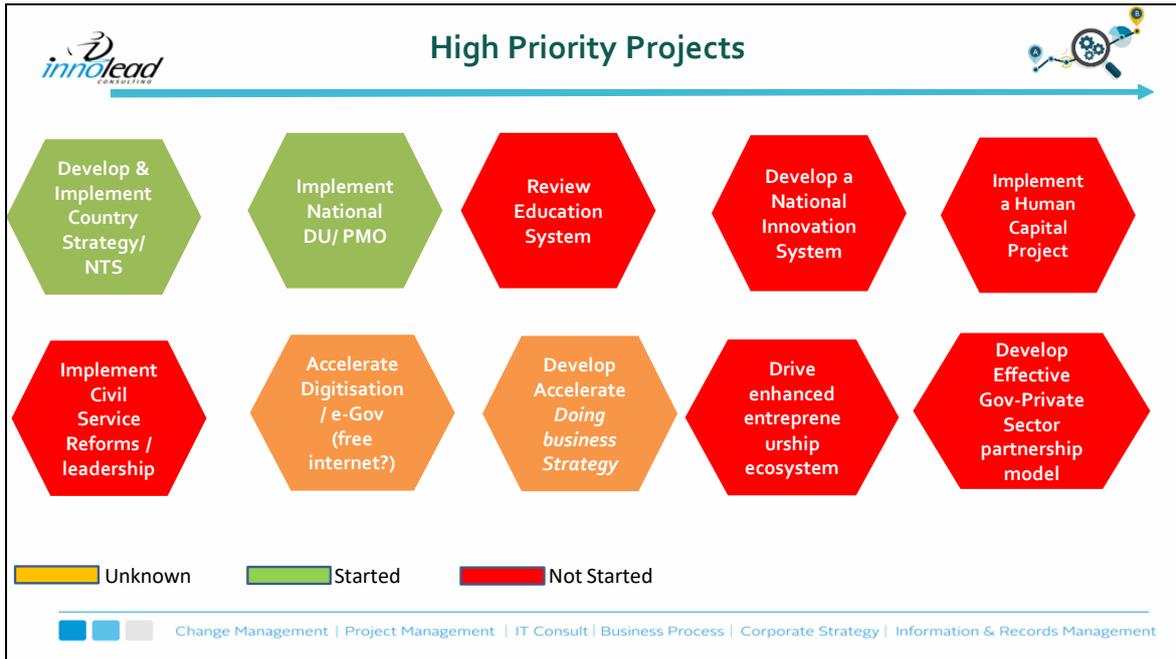
5. Programme Institutional/ Governance

1. Develop/ Implement Country Strategy/ NTS
2. Civil service reforms (Model HP Public Service)
3. Implement National DU/ PMO
4. Rationalise parastatals
5. Develop & implement effective M&E system
6. Reform cabinet to allow non-elected talent
7. Review Private Sector: GoB partnership model

WBS

Break through to a High-Income Botswana Programme





3.10 Official close

Mr Humphrey Nawa, Business Botswana Vice President North thanked the President, Ministers, speakers, sponsors, exhibitors and delegates for making the conference so successful. He looked forward to the implementation of ideas and encouraged all to strive for Vision 2036 in all their endeavours.

3.11 Exhibitors

Business Botswana wishes to thank those organisations that exhibited at the conference.

- BIHL
- Competition Authority
- Estonian Delegation
- HRDC
- Institute of Development Management
- ITIQ
- Premiere
- Pula Medical Aid
- Skip Hire
- Tebelopele
- Travel Wise

3.12 App data

The international group Lumi, through its South African office, provided the event app, which uploaded speeches, presentations and questions from delegates using its software for real-time audience engagement technology.

Highlights from its information gathered included:

- Adoption rate 47.88%
- Total unique app opens 213
- Total unique users 158
- Total number of users 330
- Total app opens 4,518
- Total time in app 65h 58m
- Activation Rate 64.55%

Total page views	19,220
Total number of users	330
Average page views per user	119

There were Q&A sessions and Speak out sessions, a closed Twitter account, run during the conference. The website will remain live for four months after the conference.

4. Speeches and Presentations – Preliminaries

4.1 Gala Dinner addresses

At the pre-conference gala dinner, the Governor of Bank of Botswana, Mr Moses Dinekere Pelaelo, welcomed guests and gave the keynote address. This was followed by the Director of Research and Financial Stability Department, Dr Tshokologo Alex Kganetsano who presented a brief outline of the Monetary Policy Report and highlighted its relevance in influencing expectations and economic activity.

4.1.1 Keynote speech

Introduction

The Bank of Botswana is privileged and accepts the honour to host this welcome dinner to the 15th National Business Conference, organised by Business Botswana, in collaboration with the 'government under the theme, 'Breaking through to a High-Income Botswana - The Role of the Private Sector in Charting the Path.

This should provide an opportunity to evaluate prospects for Botswana, with respect to structural transformation, policies, strategies and, especially, implementation frameworks that would enhance international competitiveness of local firms and support the transition to high-income status in line with Vision 2036.

I am reliably informed that, His Excellency the President of the Republic of Botswana, Mr Mokgweetsi Eric Keabetswe Masisi, in addition to performing the official opening, will actively participate in this conference and, in particular, share his thoughts on the growth of business in Botswana in one of the sessions, tomorrow.

Background and broad structural issues

It is common cause that the economy of Botswana has, over the last 52 years, recorded impressive growth and structural transformation, leading to the country attaining upper middle income status, currently with a per capita annual income of approximately USD 8 000. Similarly, over the years, the country has enjoyed relatively sound and stable macroeconomic and financial conditions. Despite episodes of terms-of-trade shocks and volatile commodity prices during this period, the economy has been largely characterised by relatively low and predictable levels of inflation; balance of payments surpluses; substantial foreign exchange reserves; stable real effective exchange rate; low public debt; and continued pursuance of prudent fiscal policies. However, as we are well aware, in the last decade or so the country's growth momentum seems to have lost steam. Evidently, this is constrained by several factors including the narrow economic base, high levels of unemployment, insufficient innovation and private investment spending, infrastructure constraints, thin and fragmented markets as well as low level of financial sector development and, relative to other upper middle-income countries, less inclusive growth.

The IMF Executive Board, on August 31, 2018, completed the 2018 Article IV Consultation with Botswana, and as usual, the Botswana authorities were commended for a track record of sound policies that has supported strong growth and macroeconomic stability. However, it is considered opportune to leverage on the favourable prospects to accelerate implementation of structural reforms to unlock the country's growth potential. The specific areas highlighted by the IMF include preserving priority infrastructure and social spending, restructuring and privatisation of parastatals, promotion of private sector development and economic diversification, sustained efforts to improve the business climate, including facilitating foreign direct investment as well as skills and realignment of education policies to eliminate existing skills mismatches.

Bank's role in supporting economic activity and growth

As a contribution to the theme of this National Business Conference my remarks, this evening, will focus on the role of monetary policy and communication in transiting to high-income status and, also, take the opportunity to launch the Bank's maiden Monetary

Policy Report. Therefore, in a broad sense, the intent is to project the relevance and role of the Bank of Botswana in contributing to the journey towards high-income status for Botswana.

To give perspective, you will be aware that the Bank exists to protect the value of the local currency, the Pula and thebe, through currency management operations, monetary policy, exchange rate management, regulation and supervision of relevant financial institutions and facilitating sound payments and settlement frameworks. Essentially, the Bank promotes the desire and willingness to hold the local currency, as well as to transact and save locally in Pula premised on the quality and durability of the banknotes and coin; stable, predictable domestic price changes; safety and soundness of the financial system and reliable payment infrastructure. Inevitably, where central banks fail to achieve these outcomes, or are constrained by political interference, economic performance and development suffer considerably; recent examples include Venezuela and Zimbabwe.

Overall, by fostering appropriate conditions, the Bank of Botswana has, throughout its 43 years of existence, contributed to stability of the macroeconomic environment and financial system, as well as integrity and reliability of payments and settlement platforms; therefore, enabling economic activity, as manifested in the ability to transact and access financial services.

However, we are collectively looking ahead and, in this regard, there are several aspects of mandates and operations of the Bank that require modernisation and upgrading in order to remain relevant and contribute to national development aspirations and objectives. Indeed, monetary policy and the various instruments, including communication, can only be effective if undertaken alongside improvements in other operations of the Bank and policy transmission channels. Allow me to highlight four relevant areas in this regard.

Modernisation and adaptation of the bank's functions

First, there is a need to adapt to changing domestic and global conditions and, also, to ensure that the Bank of Botswana is appropriately positioned to adequately address new developments and related challenges. Some of these include fintechs, digital currencies and similar innovations as well as adopt best practice, to sustain national development. In this regard, there is ongoing review of the Bank of Botswana Act, the Banking Act and proposals to promulgate a national payments law. The intention is to enhance operational capability, predictability and integrity of policy and regulatory frameworks, as well as to clarify institutional relationships and promote accountability and transparency.

Furthermore, one of the key lessons from the 2008/9 global financial crisis is the need for joint, speedy and coordinated response, by all relevant stakeholders, to any substantial systemic risks emanating from any parts of the financial sector.

As part of the broader financial development architecture, there is a need to re-configure institutional arrangements for the financial sector oversight to achieve greater focus on macro-prudential dimensions of financial stability policy and financial safety nets. The recent establishment of the Financial Stability Council is a significant step towards

protecting the viability, integrity and sustainability of relationships and cross-holding of exposures within the financial sector and with other economic sectors.

As I mentioned, this enables coordinated and decisive response when needed; ultimately safety of savings and investments and prospects for attracting more. Also, one of the key tenets, in this respect, include the need for legislation for the establishment of a deposit protection scheme, to further encourage patronage of the domestic financial system, in particular broader financial inclusion.

Monetary Policy framework

The second area of continuing improvement that I want to highlight relates to the role of the monetary policy framework in facilitating a conducive environment for private businesses to thrive. Broadly, an appropriate policy framework should encompass definition and clarity of objectives and instruments, understanding and calibration of transmission channels and, therefore, predictability and, in turn, accountability. It is for these reasons that the Bank's primary mandate of price stability, is clearly defined as a sustainable level of annual inflation that is within the medium-term objective range of 3-6 percent. The policy is also formulated with a view to safeguarding the stability of the financial system. In essence, protection of the value of the Pula and integrity and safety of channels and platforms for holding money and transacting in local currency.

Let me, once again, underscore the point that low and predictable level of inflation and a conducive financial environment foster savings mobilisation, productive investment and international competitiveness of domestic producers which, in turn, contribute towards the broader national objectives of sustainable economic development and employment creation. Equally important is a sound and stable financial system particularly the banking sub-sector, as it serves as the main transmission channel for monetary policy signals and facilitating economic activity through the provision of liquidity and risk mitigation.

It is also apparent to the markets and public that the key instruments of policy are the bank rate and the Bank of Botswana Certificates. The former relates to the cost of money and decisions to save or borrow, while the latter influences the quantity of loanable funds in the banking system. In both cases, the operation of these instruments affects prospects for demand and, in turn, its influence on the rate of price changes, with the Bank's focus being to maintain inflation within the defined objective range of 3 – 6 percent.

The policy is predictable in the sense that the Bank publishes the medium term inflation outlook, which informs the policy response. For example, a forecast for sustained inflation above the objective would imply an increase in interest rates and tightening of financing conditions, to help moderate inflation. On the other hand, sustained lower inflation than the objective range implies subdued economic performance and would require reduction in interest rates to raise demand and stimulate economic activity. However, for policy transmission to be effective it requires a sound and responsive banking system. Thus, banks should cut interest rates and increase lending when the Bank Rate is reduced, and accordingly raise them when monetary policy is tightened and not be constrained by internal and structural weaknesses. In this regard, the Bank is always available to provide

liquidity to the banking system and to solvent individual banks, as needed, to ensure market sustainability and appropriate policy transmission.

Market development and financial inclusion

Aligned thereto is the third developmental area, which is the Bank's role in promoting the growth, spread and deepening of money and capital markets and, also, financial inclusion. The development of a wide range of money and capital markets institutions and instruments enables substitution and access to a variety of purpose-fit saving and investment channels as monetary policy and conditions change; therefore sustained effectiveness of policy transmission in affecting market activity. A diverse and deep market also allows banks to manage liquidity positions better, hence the ability to transmit policy effectively. In addition, with enhanced financial inclusion, changes in monetary policy are more effective as a greater number of businesses, institutions and households, hold and have exposures that are directly affected by the direction and level of interest rates and availability of loanable funds and market liquidity.

Communication

The fourth area of focus for the Bank, as we look ahead, is communication. The Bank considers and uses communication as a direct, practical and potent instrument of policy. It is, therefore, important that in order to generate the desired response, communication is recognised and acknowledged by the market and public as a policy instrument. However, this is to the extent that such communication is backed by durable integrity and reliability of the Bank of Botswana, premised on predictability and transparency. Public trust and reputation of the Bank are essential elements for policy effectiveness. Central banks such as the Bank of England, the European Central Bank and the US Federal Reserve demonstrate such effectiveness where, for example, issuance of forward guidance statements (without immediate actual change in interest rates), generate market reaction; thus change in economic behaviour and activity.

More generally, communication works best in an environment of economic and policy awareness by the public as well as informed policy and market analysis and commentary. The combination of economic developments and dissemination of policy analysis and economic projections by the Bank helps the public and economic agents to anticipate policy action; the so-called expectations. For example, expectations about future inflation and, therefore, interest rates, are a key determinant in formulating investment and consumption decisions, hence economic activity. Communication also facilitates accountability and various platforms and media are used in this regard. Overall, increased transparency and communication, regarding the policy framework, objectives and strategy, as well as decisions and progress in meeting the objectives of the Bank can contribute to desired market responses and policy effectiveness.

At the launch of the Bank's Monetary Policy Statement, in February this year, I outlined the refinements that the Bank continues to make to the monetary policy framework relating to communication. I indicated that, the more recent innovations that started in 2017 included the pre-announcement of the dates for the Monetary Policy Committee meetings for the year ahead and media briefings that follow each meeting to announce and engage on the policy decision. I also indicated that, going forward and in an effort to

further improve on communication and transparency on economic and policy analysis and implementation, the Bank will publish four Monetary Policy Reports each calendar year, including the Monetary Policy Statement. I am happy to announce that tonight the Bank is launching the first Monetary Policy Report to be published on the Bank's website tomorrow morning. The Report is also available on the Bank of Botswana branded memory sticks that will be distributed to the invited guests tonight. There are also a limited number of hard copies.

The Report will be the main medium through which the Bank will inform the public about the formulation and implementation of monetary policy. It serves to meet the public's expectation of a transparent and accountable central bank in fulfilling the monetary policy mandate. The Monetary Policy Reports in April, August and October will be preceded by the Monetary Policy Statement in February each year.

As I conclude, I would like to assure you that the Bank's implementation of monetary policy will continue to focus on entrenching expectations of low, predictable and sustainable inflation, through timely responses to price developments. At the same time, the Bank will contribute to effective oversight of the financial system to ensure sustained financial stability and integrity of the payments system, while promoting market development and financial inclusion, as a growth imperative and also important for policy transmission. Essentially, this is the enduring contribution of the Bank to an enabling environment for private sector growth and greater participation in economic activity; therefore, enhanced prospects for economic diversification efforts, employment creation, inclusive growth and transition to high-income status.

Let me wish you a fruitful conference and deliberations for the next two days.

4.1.2 Monetary Policy Report

Improvements in Monetary Policy Report

The Bank has embarked on measured and carefully sequenced incremental improvements in the implementation of monetary policy. Innovations that are more recent include:

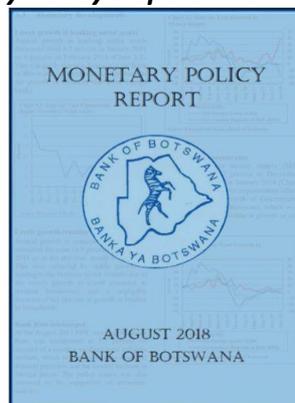
- Pre-announcement of the dates for the MPC meetings for the year ahead
- Media briefings that follow each meeting to announce and engage on the policy decision
- Going forward, the Bank will publish a Monetary Policy Report (MPR), four each calendar year, including the Monetary Policy Statement.

Purpose of Monetary Policy Report

- Main medium through which the Bank informs the public about the formulation and implementation of monetary policy
- Provides a comprehensive, forward-looking framework for policy formulation by the MPC and serves as a basis for policy decisions
- Presents the Bank's review of economic and inflation trends as well as policy performance

- Provides an assessment of economic and financial developments that are likely to influence the inflation path in the medium term and, in turn, the Bank's future policy choices
- Serves to meet the public's expectation of a transparent and accountable central bank in fulfilling the monetary policy mandate set out in the Bank of Botswana Act (CAP 55:01)
- Published four times in a year, including the MPS: six MPC meetings maintained
Posted on the Bank's website seven days after MPC meetings of April, August and October
- February Report to be a Monetary Policy Statement
- June and December MPC meetings will be supported by updates and evaluation of forecasts against ultimate outcomes for key variables – those evaluations will inform policy decisions

Caption – cover of new Monetary Policy Report



5. Speeches and Presentations – Day 1

5.1 Opening

Conference Chairperson, Mr Tabake Kobedi welcomed the delegates to the 15th National Business Conference and stated how pleased he was to see such a turnout.

I am greatly honoured to welcome you to the 15th National Business Conference (NBC) in the City of Francistown.

Our theme for this year's edition of the NBC is premised on the first pillar of our country's Vision 2036 that focuses on Sustainable Economic Development. The theme, "Breakthrough to a High-Income Botswana: The Role of The Private Sector in Charting the Path" seeks to stimulate crucial debate on the steps required to make the transformation from an upper middle to a high-income economy by 2036. It is without doubt that the high-income status would place Botswana on a strong pedestal to accelerate economic growth, wealth creation and employment.

It is crucial that the private sector, in recognising its contribution to the development of the country, starts to actively chart the path to transformation to high-income Botswana by 2036, through understanding from the onset, what needs to be true to get to the

promised land. A key part of charting the path will entail transformation within the private sector itself, to partner closely with the government, who will continue to facilitate the enabling economic environment, through business friendly legislation, frameworks and policies.

Given the enormity of the transformation opportunities that lie ahead of us, a conference of this nature merely creates a platform on which future engagements will build. It is therefore important to acknowledge that much work still needs to be undertaken post the conference, to bring the country's vision to reality.

I urge you to participate actively and vigorously in the proceedings, not only to make this conference a success, but more importantly to add your voice to shaping the future of our beloved country.

On behalf of the NBC Organising Committee, I wish to thank all of you for making time to participate in the conference. I wish to thank our speakers and facilitators, in particular our international speakers for having come all the way across the world to share their insights, to help us to succeed.

We remain very grateful to our various sponsors, from both the government and private sector, without whom we would have been unsuccessful in hosting the conference.

Please furnish us with your candid feedback on any aspect, both during and post the conference; critical as it might appear to be, we value it immensely as we need it to improve delivery of future NBCs

5.1.1 Welcome

Business Botswana President, Mr Gobusamang Keebine, then gave the official welcome.

I am pleased to welcome all of you to the 15th National Business Conference here in Francistown. In fact, this has been the traditional host city of the National Business Conference since the maiden conference in 1988.

The NBC is a very important platform for both Government and private sector. We meet here once every two years to ponder over one key issue, all relating to, "How do we make Botswana the best place for doing business?"

We have worked with our colleagues in government to usher in various business and economic reforms, which were largely, prompted by the National Business Conference. I therefore wish to highlight some of these reforms, which were a response to the deliberations of the 2016 NBC.

We are seeing traction in the 'Establishment of an effective nationwide one stop shop for all accredited investors'. I am pleased to note that the Botswana One Stop Service Centre (BOSSC) was launched in August 2017. Its services include among others issuance of visas, work and residence permits, connection of utilities, income tax and VAT registration and

access to industrial and commercial land. Therefore, we hope to continue to work with our colleagues at BITC and government to improve investor services.

In 2016, we resolved to, “Immediately implement the Special Economic Zones (SEZ) policy beginning, with one commercially viable zone that would be permitted to implement policies within the zone to improve Botswana’s competitiveness and address constraints to investment and doing business.”

The Special Economic Zones Authority (SEZA) has been established and key staff positions have been filled. We had also requested for tax incentives in Special Economic Zones; tax incentives to boost exports as well as attract foreign firms. We therefore expect to see an accelerated implementation of the first viable SEZ.

Previous NBCs have also looked at the contentious BMC Act. We ended up passing a resolution in 2016 to improve, “The efficiency and competitiveness of the Botswana Meat Commission (BMC) to support the performance of the beef industry while facilitating long-term removal of the BMC monopoly.” We note that the revision of the BMC Act has been in and out of Parliament in the recent past. Once again, we should revisit this area in the interest of a world-class beef industry.

I have been citing work carried out in previous NBCs to illustrate that the work that we do here is not in vain.

The theme for the year’s conference is, “Breaking through to a high-income Botswana; The role of the private sector in charting the path.” The theme recognises that high-income economies invariably provide greater employment opportunities.

It is my hope that by taking time to attend this conference, we can critically analyse the challenges and come up with tangible objectives and specific milestones that will create a path to achieving one of the pillars of the national vision 2036 – A Higher-Income Botswana. We need to appreciate Vision 2036 is beyond one entity, it should be one which we all share in realising it as government, private sector and other stakeholders.

I believe to attain a high-income Botswana we need to be sincere in our dialogue so that decisions made in one industry positively impact the other throughout the value chain of achieving a higher income Botswana. It is my earnest believe that the key to a higher income Botswana lies in employee engagement that will drive discretionary effort in every sector; public and private, our competitiveness in the global market and innovative development of specific market infrastructure that ensure access to participation of all citizens throughout the value chain.

What we must bear in mind during this conference is that the vision does not become a reality if excellence is only what we see and experience as a few. Let our deliberations and efforts during this conference be a true reflection of Botswana aligning to the adage “one person’s efforts are inadequate to make a river flow.”

We are especially blessed today to be joined by His Excellency Rre Masisi who has recently returned from China to begin to turn the wheels towards this vision.

As we make this vision a legacy for our children, let us all be trailblazers to patriotism and corporate responsibility to ensure we bend the arch of leadership to converge towards inclusion and engagement.

Regulations and policy are currently not advised to turn the wheels. Private sector has a more textured experience to advise on policy and regulation that impact on the ease of doing business. Let us confidently look into regulations and policies that increase harmony by allowing economic power to be for all, so that we do not undermine human freedom to dream. The current entrepreneurship is curtailed by our current regulations and policies that focusses on conglomerates and hence squeeze out SMME. How many of us are struggling to make business grow or even stay afloat?

I would like to implore all gathered here for the 2018 National Business Conference to be citizens that leave an inheritance for generations to come; simply put we must ensure our considerations lead to actions and critical objectives toward the attaining Vision 2036. Let us critically analyse the challenges we are facing in the way we do business, and the hurdles that hinder us from being a high-income country.

Let us purposefully strive to ensure economic opportunity for all and look to the doctrine of the heritage we found; the heritage of quality education, the hope of employment for all, the confidence of employable citizens and the aspiration of business growth in every sector.

How many of us in business are struggling for the same share of pocket and the same market? Is it not high time we leverage all faculties to create market infrastructure that looks at the entire value chain; from input supply to global consumption? The culture of being made to rely on government procurement should be a thing of the past. We need to ensure that our produce is globally competitive, and institutions created by government must ensure we are competitive and not support produce that does not meet international standards.

Let us work together and come up with clear milestones during this conference so that a high-income Botswana is reality.

This year NBC, we need to raise the bar from previous efforts to ensure the ideals of doing business in Botswana recognise the common hopes and dreams for a better life; a life where we can draw on the talents and energies of all.

How many of us remember a Botswana where agriculture was a key driver of our economy next to diamond mining? A time when long haul flights such as British Airways landed in Botswana? A time when “motho le motho kgomo” meant citizen engagement, participation and involvement to create a globally competitive university where children aspired to be graduates. This was our heritage – the heritage we found ourselves in; a

country where every citizen was inspired to be part of the goal and participate in making Botswana the best.

So, I encourage us as we sit during this conference to look back and recognise how we, Botswana, defied the odds in past years.

I hope that the 2018 NBC will come out with clear narratives of where we are going with a hope of a changed economic drive, with milestones that are not based on sentiment but evidence.

Let us take this opportunity with our transformative leader His Excellency Rre Masisi, to ensure our efforts lead us all to attain “A High-Income Botswana.”

Our resolutions from this meeting must guarantee implementation and achievement beyond this forum.

As I conclude, let me thank government for the role it plays in this conference, our sponsors, partners and media, as this conference would not be possible without their support. I also thank those that have taken exhibition space outside in order to promote their wares and services. Please interact with them and support them.

Lastly, I would like to thank you the participants for attending and urge you to put these two days to productive use. I thank you, Director of Ceremony.

5.2 Path to high-income – lessons from abroad

This session, moderated by Dr Thapelo Matsheka, HATAB Chairman, Managing Director, Fiducia, included two presentations on the strategies used to develop high-income countries.

5.2.1 Achieving and maintaining high-income status: Lessons from Switzerland

Dr Matthey Blaise, Secretary-General, FER and Director-General FER Geneva gave a presentation on the rise of Switzerland as a high-income country.

National Business Conference

SEPTEMBER 10TH 2018

Successful transition to high income –

Key Learnings from Switzerland

BLAISE MATTHEY, DIRECTOR GENERAL

Allions nos compétences



Fédération des
Entreprises
Romandes
Genève

Switzerland

In few words...

Slide 3



Migration Country

The permanent foreign Resident population is **2'068'455 (June 2018)**

3

Fédération des Entreprises Romandes Genève

Image: 123RF/Roman Fedin

Non-EU Residents: **653'044**

EU – 28 /EFTA Residents: **1'415'411**

Since January to June 2018, the immigration of the permanent foreign resident population is of 64,473 .

Of this number, 30% is due to family members being reunited; 45.5% due to lucrative activities not subject to quotas and 4.7% subject to quotas.

In 2016, the permanent resident population aged 15 or more is composed of just about 37% of immigrants. (SEM)

Slide 4



Science



Technology

4

Fédération des Entreprises Romandes Genève

Slide 5

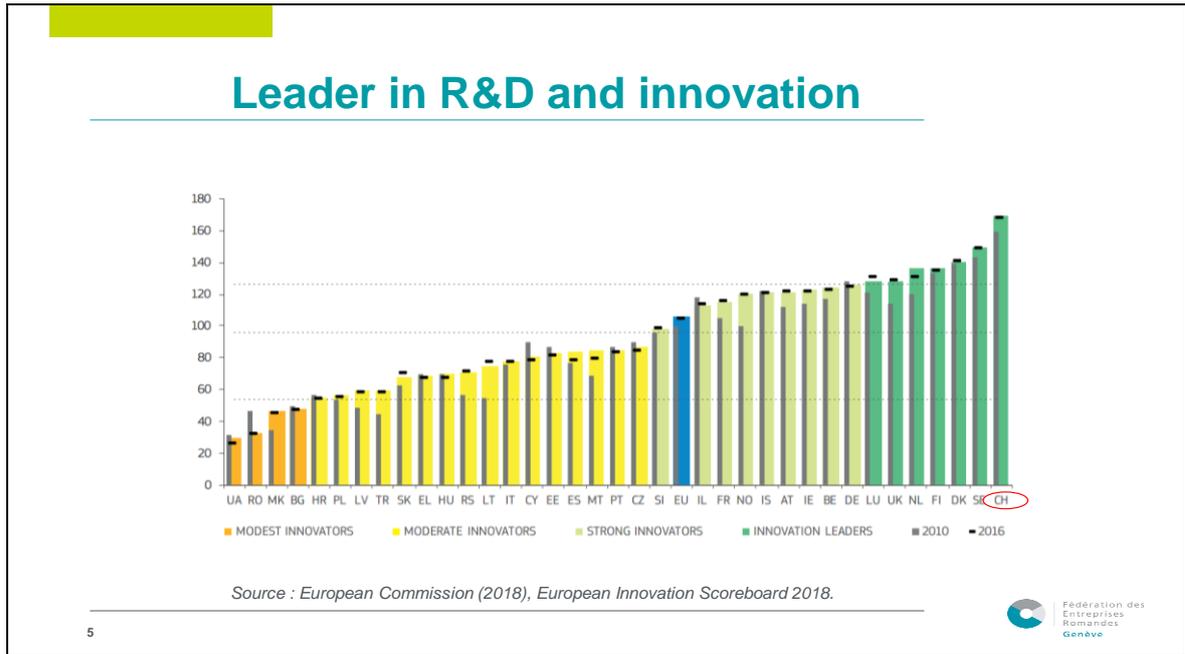


Figure: Performance of European and neighbouring countries 'systems of innovation

- Switzerland tops the Global Competitiveness Report 2017-2018 (WEF)
- Switzerland tops the Global Innovation Index 2018 (WIPO)
- Switzerland tops the Innovation Union Scoreboard 2017 (UE)
- IMD World competitiveness report 2018 → Switzerland is on the 5th position
- World Happiness Report 2018 : Swiss 5th
- The Human Freedom Index 2017 : Swiss 1st

Slide 6



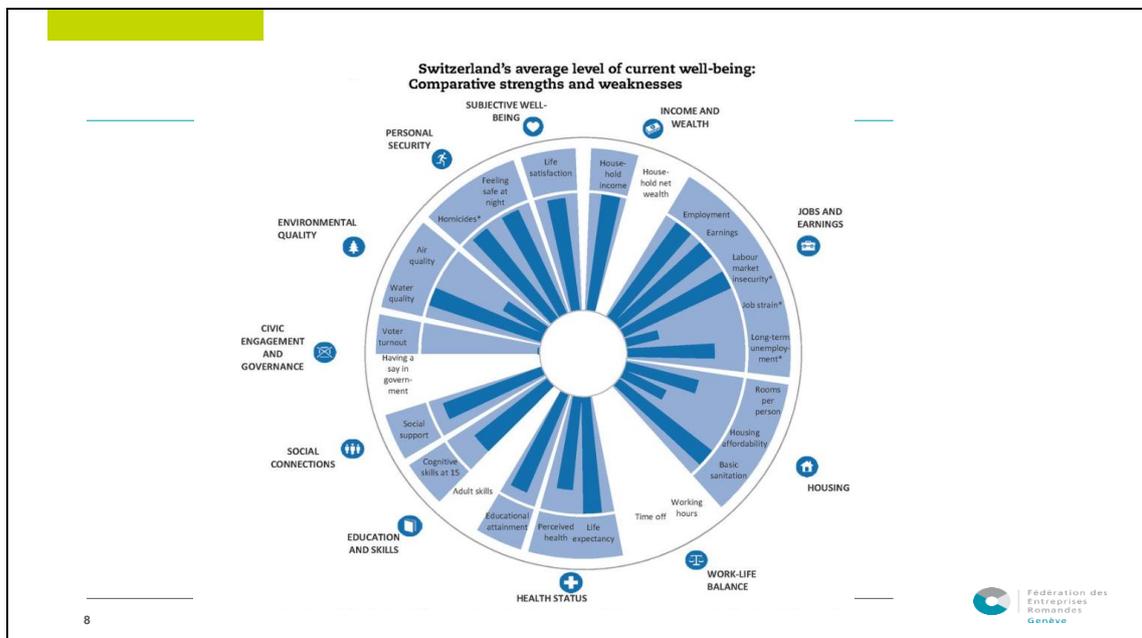
Slide 7

Standards of Living

7

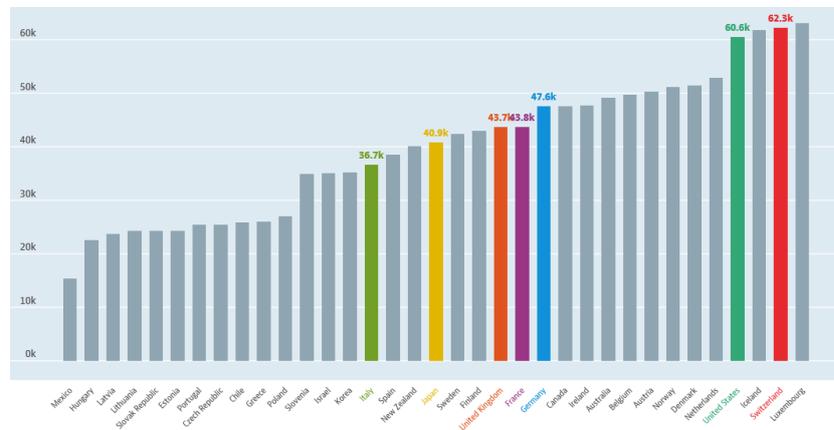
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Slide 8



OECD 2017

Salaries (Average wages, Total, US dollars, 2017 or latest available)



Quality of Living

Ranking 2018	Cities	Countries
1	VIENNA	AUSTRIA
2	ZURICH	SWITZERLAND
3	AUCKLAND	NEW ZEALAND
4	MUNICH	GERMANY
5	VANCOUVER	CANADA
6	DUSSELDORF	GERMANY
7	FRANKFURT	GERMANY
8	GENEVA	SWITZERLAND
9	COPENHAGEN	DENMARK
10	BASEL	SWITZERLAND

Source : Study Mercer 2018

20th Mercer international study on the Quality of Living: Europe is still on top! (March 2018)

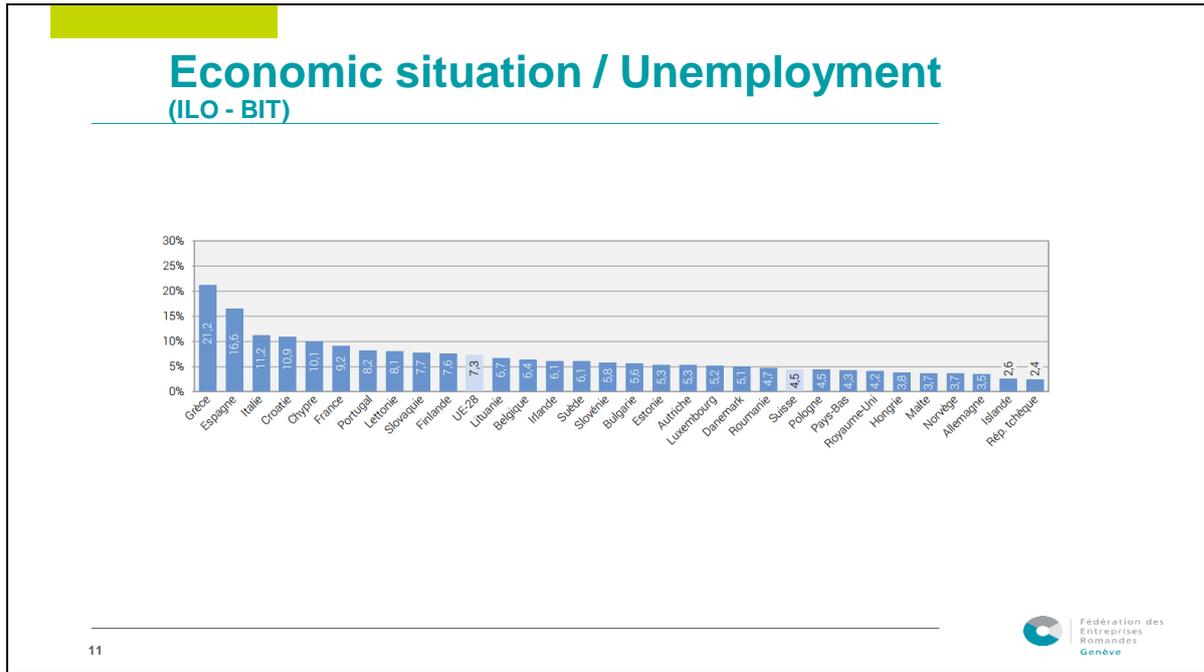
Vienna maintains its top position for the 9th consecutive year, in front of Zurich (2nd), Auckland and Munich (equal 3^{rds}). Vancouver completes this top five as the first North American metropolis. As for Singapore (25th) and Montevideo (77th), these cities are the best positioned for Asia and Latin America.

According to expatriates, **wholesomeness** is the essential element for a good quality of living → street cleanliness, used water disposal, infectious diseases, air pollution, access to clean water.

Honolulu is the best performing city in terms of wholesomeness.

Paris and Lyon, respectively 39th and 40th in the Quality of Living ranking are 67th and 44th in wholesomeness.

Slide 11



Eurostat April 2018

Unemployment Rate (ILO - BIT definition) in Switzerland, in the EU states and EFTA in % - 4th quarter 2017.

Slide 12

Economic situation / GDP

Country	2015	2016	2017	Forecast 2018
Switzerland	1,2%	1,4%	1,1%	2,3%
France	1,1%	1,2%	1,8%	2,1%
United Kingdom	2,3%	1,9%	1,8%	1,6%
Germany	1,5%	1,9%	2,5%	2,5%
Japan	1,4%	0,9%	1,7%	1,2%
China	6,9%	6,7%	6,9%	6,6%
United States	2,9%	1,5%	2,3%	2,9%
Europe area	2,1%	1,8%	2,3%	2,4%
World	3,5%	3,2%	3,8%	3,9%

Source : IMF

Fédération des Entreprises Romandes Genève

Source: IMF, Real GDP Growth

OECD (November 2017)

Switzerland continues to provide its citizens with a high standard of living. The economy has shown considerable resilience, most recently to the exchange rate appreciation in

2015. Nevertheless, growth has been too slow to absorb spare capacity or raise income per capita meaningfully. Unconventional monetary policies have helped return inflation to positive territory, but pose other risks. The current account surplus remains large. Fiscal policy is sound, and the federal fiscal rule has helped lower public indebtedness but it implies that spending priorities must be funded from other areas. Ensuring the sustainability of the pension system and implementing effective policies for extending healthy working lives are becoming increasingly urgent.

Slide 13

Economic situation / Inflation and wages

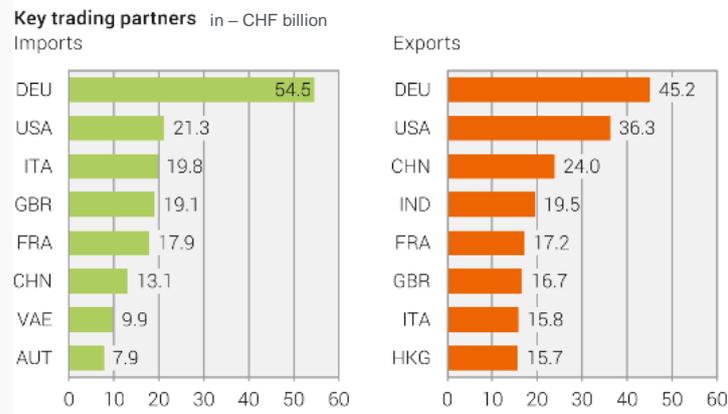
Year	Nominal wage	Inflation	Real wage
2015	0,4%	- 1,1%	1,5%
2016	0,7%	- 0,4%	1,1%
2017	0,4%	0,5%	- 0,1%
2018 (FCST)	0,8%	0,8%	0%

 Fédération des
Entreprises
Romandes
Genève

13

Swiss Inflation rate from UBS except for nominal wage 2018 (OFS).

Foreign trade 2017 – Main actors - CH



Source : FSO, Swiss Customs Administration, Foreign statistics Switzerland

14

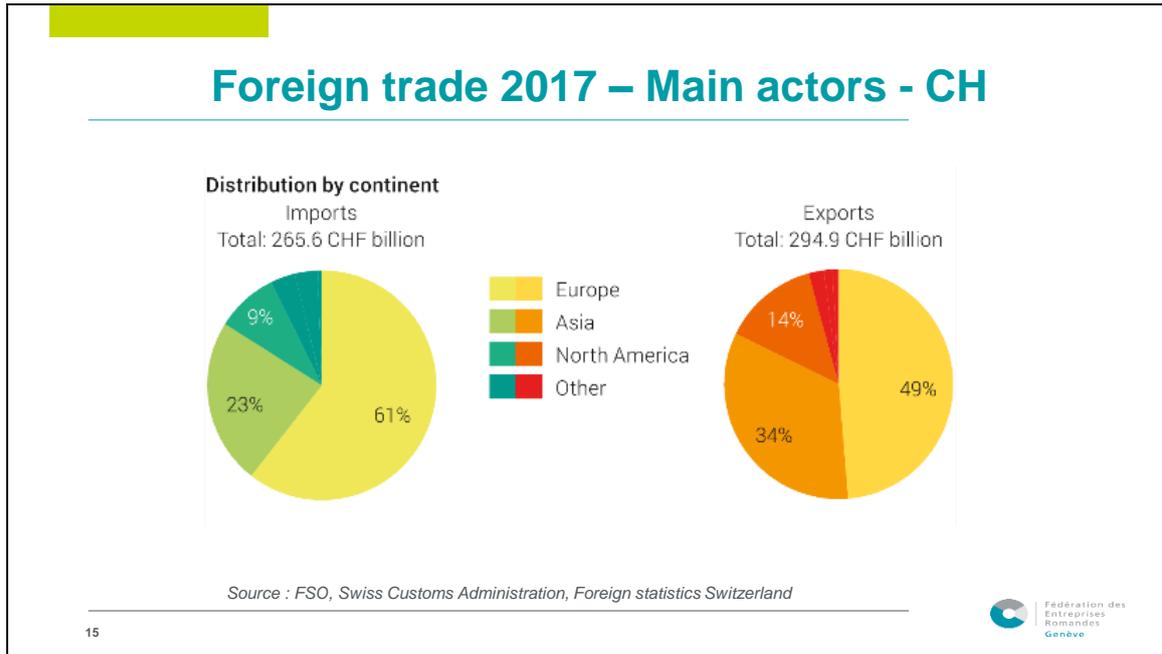
Federal Council, June 2016

Germany is by far Switzerland's first trading partner. Almost a fifth of Switzerland's exports goes to their neighbour, with 40% of its German exports going to one region Bade-Wurttemberg and 30% of Swiss imports from Germany come from that same region. In 2015, trading between Switzerland and Bade-Wurttemberg were worth 30.1 billion of Swiss Francs, which represents almost the totality of the trading volume with the BRICS states.

OFS

In 2016, in Switzerland: 9% of companies come from primary industries, 15.1% from secondary industries and 75.9% from the service industry

Slide 15



Slide 16



Slide 17

Main reasons

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
- Productivity
- Infrastructure
- International Treaties

17



Slide 18

Main reasons

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
- Productivity
- Infrastructure
- International Treaties

18



Slide 19



Neutrality

Slide 20

Main reasons

- No suffering from the Second World War
- **Political stability**
- Education
- Location
- Friendly business environment
- Productivity
- Infrastructure
- International Treaties

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Fédération des Collèges Romandes Genève

Consensus \neq overall agreement

Slide 21

Main reasons

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
- Productivity
- Infrastructure
- International Treaties

21



Slide 22



- Quality
- Access to Education
- Business Support
- Dual System
- Life Long Learning System

22



HR Today 2018

«On average, Swiss companies make a benefit of around 6000chf by apprenticeship (completed)» according to Stefan Wolter. On this return on investment, you have to add the beneficial impact in terms of image, as well as the possible savings made in case of engagement of the apprentice at the end of his training. «It has been estimated that this 'new' employee is immediately productive. He or She will represent a gain of 4 months' salary.

Business Support (source: Alice.ch)

In 2015, 89% of Swiss companies have contributed to on-going vocational training for its employees. Compared to 2011, it has grown by 6%. In medium and large size companies, almost all of them are active in this area. Smaller companies (10-49 employees) are less often active in this domain but they have made the biggest step forward these last years.

In the sector of «Energy Supply» and «Health and Social Services», the coverage of training is close to a 100%. In the «Hospitality and Catering» sector, the contribution to the on-going vocational training only represents 66% of companies.

Regarding the 11% of companies that do not support training, this is mainly due for having employees with sufficient qualifications (90%) and that needed qualifications are covered through recruitment (58%).

The direct support for On-going training represents on average 0.8% of total costs in HR for Swiss companies.

Access to education

On average the financial support of the family represents half (52%) of the students income and professional activities 39%. Grants and student loans represent on average 5% of their income but is a key contributor for the beneficiary. Another 5% of their income comes from other sources.

(OFS – 2016)

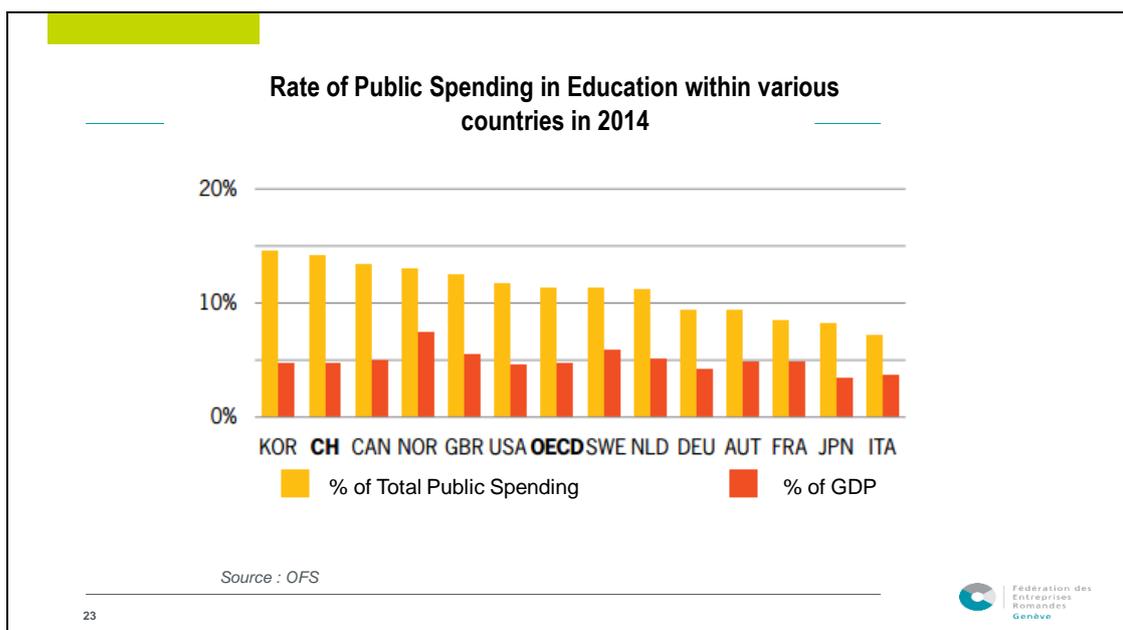
Lack of skilled labour (Crédit Suisse 2017)

This study clearly shows that there is a real lack of skilled labour. More than half of companies recruiting have difficulties finding the right candidate, mainly in technical, managerial and project management skills.

Around 25% of Small to Medium companies have shown that they have had such difficulties mentioned above and did not find skilled employees due to a shortage in the labour market. This represents approximately 90'000 companies at a national level.

The 5 professions mostly in need: 1) Fiduciary 2) Technician 3) Engineer 4) Medicine and pharmaceutical 5) IT (Adecco 2018)

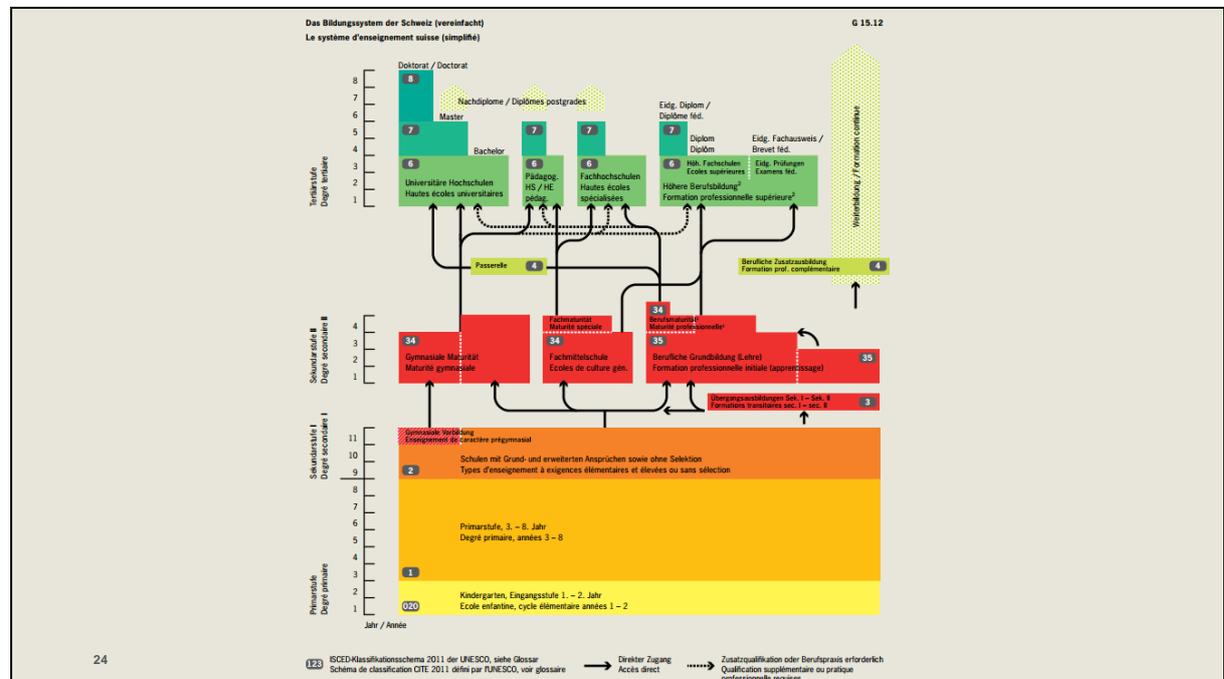
Slide 23



Source: OFS: Rate of Public Spending in Education within various countries in 2014

In 2015, the Swiss confederation, cantons and municipalities have spent 36.7 billion of francs on education and training. Mandatory school represent the biggest spending. 1% of the public spending in education is provided as grants and student loans. The beneficiaries follow a level II secondary or tertiary education. In higher education or universities, the highest costs come from R&D.

Slide 24



Learning systems

Slide 25

Main reasons

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
- Productivity
- Infrastructure
- International Treaties

25

Fédération des
"Entrepreneurs"
Romandes
Genevois

Slide 26



Slide 27

Main reasons

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
 - ✓ Reasonable taxes
 - ✓ Good banking system
 - ✓ Trust
 - ✓ Work of the Public Administration
- Productivity
- Infrastructure
- International Treaties

27

Fédération des Entreprises Romandes Genève

OECD, April 2018

Switzerland had the 32nd lowest tax wedge among the 35 OECD member countries in 2017. The country occupied the same position in 2016. The average single worker in Switzerland faced a tax wedge of 21.8% in 2017 compared with the OECD average of 35.9%.

Le Matin February 2018

Switzerland has gained two ranks in the Corruption perceptions index (NGO: Transparency International (TI)). The country is now in third place. At a worldwide level, this NGO deplores that there is a lack of effort from countries to battle corruption.

Slide 28

Main reasons

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
- **Productivity**
- Infrastructure
- International Treaties

28

Fédération des
Entreprises
Romandes
Genève

Slide 29

Main reasons

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
- Productivity
- **Infrastructure**
- International Treaties

29

Fédération des
Entreprises
Romandes
Genève

OFS 2017

Compared to other countries, the Swiss transport infrastructure is well developed. It occupies around 2% of its land and around a third of the housing and infrastructure surface.

Our country has 5196 km of railroads, 1840 km of national roads and 17 854 km of regional roads.

In the area of air traffic, the three airports of Zurich, Geneva and Basel cover connections with European and worldwide airports. The eleven regional airports serve mostly for business, leisure and professional flights.



The slide features a white background with a yellow horizontal bar at the top left. The title "Main reasons" is centered in a teal font, underlined. Below the title is a list of eight bullet points in a light grey font. At the bottom left, the number "30" is displayed. At the bottom right, there is a logo for "Fédération des Entreprises Romandes Genève" consisting of a teal circle with a white dot inside, followed by the text "Fédération des Entreprises Romandes Genève".

Main reasons

- No suffering from the Second World War
- Political stability
- Education
- Location
- Friendly business environment
- Productivity
- Infrastructure
- International Treaties

30

Fédération des Entreprises Romandes Genève

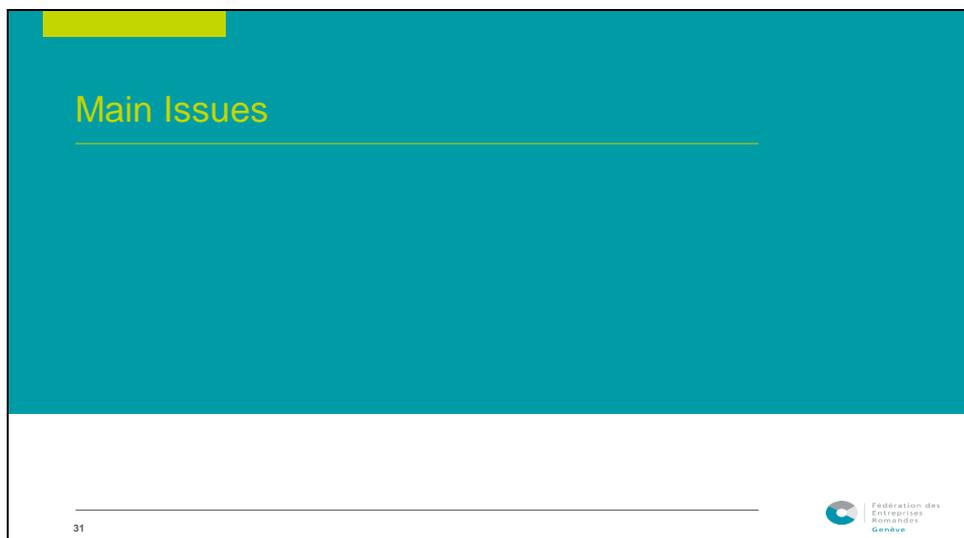
SECO

Other than the EFTA convention and the free trade agreement with the European Union, Switzerland has a network of 30 other trade agreements with 40 partners.

The free trade agreements are usually signed within the framework of the European Free Trade Association (EFTA).

Switzerland however is able to sign other free trade agreements outside of the EFTA, such as the one with Japan or China.

Free trade agreements ensure the competitiveness of the Swiss economy and favour growth and the creation of added value. The effects are similar for other trading partners. Between 1990 and 2014, GDP growth for those countries has grown on average 3.6% a year, overtaking by one point the World GDP growth.



The slide features a teal background with a yellow horizontal bar at the top left. The title "Main Issues" is centered in a yellow font, underlined. At the bottom left, the number "31" is displayed. At the bottom right, there is a logo for "Fédération des Entreprises Romandes Genève" consisting of a teal circle with a white dot inside, followed by the text "Fédération des Entreprises Romandes Genève".

Main Issues

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Fédération des Entreprises Romandes Genève

Main Issues

- Relations between Switzerland and EU (+ Brexit)

- Taxation (and other initiatives)

- Social security

32

SECO – Objectives of Federal Council

After Parliament decided at the end of 2016 to implement Art 121a of the Federal Constitution (control of immigration) complying with the Switzerland-EU Agreement on the Free Movement of Persons, the updated Agreement on the Mutual Recognition of Conformity Assessments, as negotiated in the first half of 2016, entered into force in mid-2017 and at the end of 2017 (section 3.1). As a consequence, further progress was also achieved at a technical level in other areas. In light of the developments in the overall relations between Switzerland and the EU, the Federal Council decided in November to initiate preparations of a new Swiss contribution to reduce economic and social imbalances in certain EU Member States (section 3.2). Following the unjustified and discriminatory decision of the EU on 21 December to recognize equivalence of the Swiss stock market only temporarily, the Federal Council may reconsider the work towards the draft bill in 2018.

(...) In the context of their informal dialogue, Switzerland and the United Kingdom agreed that the existing contractual relations, which are largely based on the bilateral agreements between Switzerland and the EU, should as far as possible be continued after the UK's intended withdrawal from the EU.

The Federal Council will continue to closely observe the negotiations between the EU and the United Kingdom (UK) on their future relations while pursuing the Swiss-UK dialogue with the aim of ensuring an as seamless as possible continuation of economic relations between Switzerland and the UK after the latter's intended withdrawal from the EU

- Introduction of tax policy measures that comply with international standards
- Securing the international competitiveness of Switzerland
- Discretionary reduction of the corporate income tax rates by the cantons

OECD

- Abolishing special cantonal tax regimes, increasing taxation of dividends and providing equal tax treatment of all resident companies. Companies transitioning from special regimes would benefit from a five-year transition period for releasing “hidden reserves”.
- A patent box that is in accordance with the international standard, which would be mandatory for all Cantons due to the federal harmonisation law.
- Cantons may introduce a super-deduction for R&D expenditure.
- Increasing family allowances and cantons’ share of direct federal tax revenue to 21.2% (from 17%).

In addition, cantons are likely to cut their corporate tax rates.

The consultation period ends in December 2017. Subject to the Swiss parliamentary/constitutional approval process, the intention is for the new Federal legislation to become effective by 1 January 2021

Slide 33

CONCLUSION

A strong economy

Clouds

Key in Swiss peoples' votes

33

Fédération des Entreprises Romandes Genève

Slide 34

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Allions nos compétences

Fédération des Entreprises Romandes Genève

5.2.2 Successful transition to high-income through a bold reform agenda: Lessons from Estonia

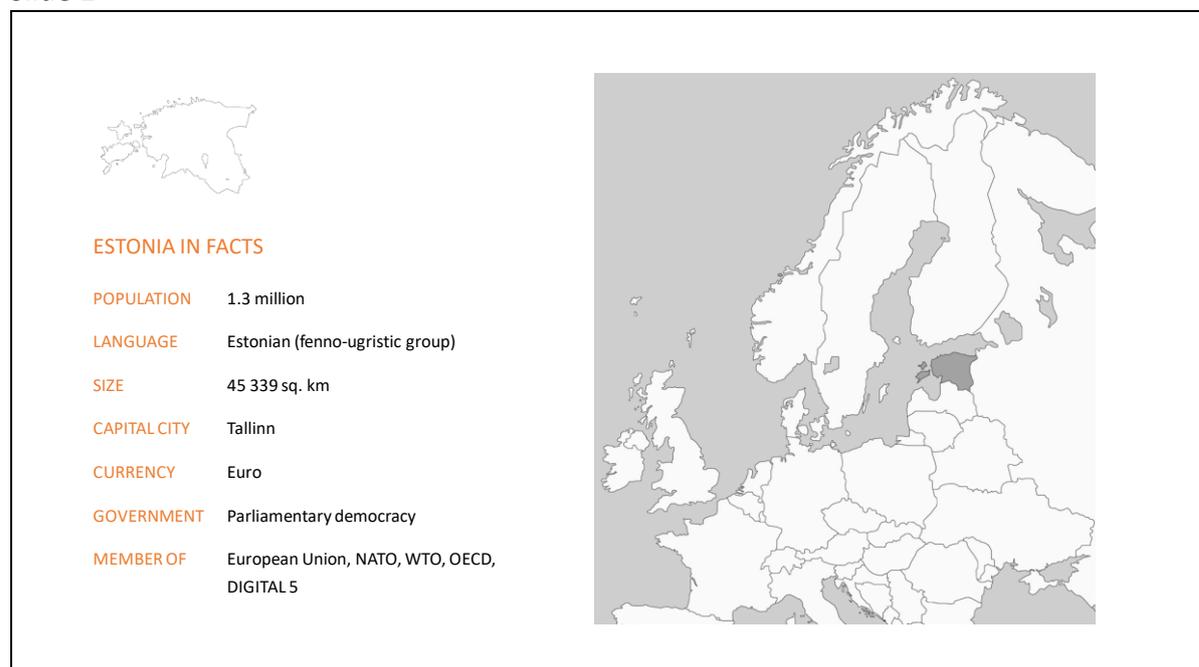
Mr Vaino Reinart, Deputy Foreign Minister, Republic of Estonia and Mr Rein Lang, Head of Policy and Legislative Advisory (NORTAL), Estonia presented the case for high-income growth through various policy implementations.

Slide 1



The slide features the Nortal logo in the top left corner and the website nortal.com in the top right. The main title is "REIN LANG" followed by "Estonian government cabinet member 2005-2013" and the date "SEPTEMBER 2018". At the bottom, there is a green-themed illustration of a city with various icons representing industry, technology, and infrastructure. A small copyright notice "© Nortal Group" is visible on the left side of the illustration.

Slide 2



Slide 2 contains an infographic titled "ESTONIA IN FACTS" with a list of key statistics and a map of Europe. The statistics are as follows:

POPULATION	1.3 million
LANGUAGE	Estonian (feno-ugristic group)
SIZE	45 339 sq. km
CAPITAL CITY	Tallinn
CURRENCY	Euro
GOVERNMENT	Parliamentary democracy
MEMBER OF	European Union, NATO, WTO, OECD, DIGITAL5

To the right of the text is a map of Europe with Estonia highlighted in dark grey. A small outline map of Estonia is located in the top left corner of the slide.

Slide 3



ESTONIA IN FACTS

OECD	#1	Tax Competitiveness
FREEDOM HOUSE	#2	Internet Freedom
EUROPEAN COMMISSION	#1	EU Digital Economy and Society Index
FREEDOM HOUSE	#9	Index of Economic Freedom
UNITED NATIONS	#15	E-Government Index
WORLD BANK	#12	Ease of Doing Business
GDP per person (2017):	USD 30,000	3,4% Agriculture; 27,9% Industry; 68,7% Services



Slide 4

IT WAS VERY DIFFERENT IN 1991

- Soviet occupation ended in 1991 with the collapse of the economic system
- More than 30% of GDP and labour force - agriculture
- More than 50% of industry oriented to military production
- No external market for low quality goods and services
- No decent banking system and national currency
- No modern telecommunication infrastructure
- GDP below USD 3000 p/p

- **NO LEGAL SYSTEM TO SUPPORT MARKET ECONOMY**

Slide 5

E-STONIAN CONCEPT IN 1995

„As there is so few of us, we have to make the machines to work for us“

„Instead of a used Mercedes-Benz buy a computer for Your children“

H.E. Toomas Hendrik Ilves in 1995

Followed by political choices:

- Economic freedom without protectionism and subsidies (opening also telecommunications to competition)
- New technology driven economy and skipping certain stages (f.e. checkbooks)
- Relatively low proportionate and simple taxation
- Balanced state budget

Slide 6

E-stonia is based on long-term policy of open society, rule of law and free market economy and strong political will.

Slide 7

Efficient

Time-efficient electronic solutions save money

Optimized processes based on Simply Understandable Political Decisions is a Key

© Norbal Group

1. DIGITAL SIGNATURE SAVES 2% OF GDP PER YEAR
 - I. OVER 80% OF ALL AGREEMENTS ARE SIGNED DIGITALLY
2. 50 TIMES MORE EFFICIENT POLICE
3. I-VOTING IS 2.5 TIMES CHEAPER
4. 1/3 LESS QUEUES IN THE HOSPITALS
5. ONLINE BANKING COUNTS 99,8%
6. NO PAPER BASED CERTIFICATES
7. OVER 95% OF TAX DECLARATIONS ARE FILLED ONLINE
8. 90% OF GOVERNMENT SERVICES ONLINE

Slide 8

TECHNOLOGY IS HELPLESS WITHOUT LEGISLATION

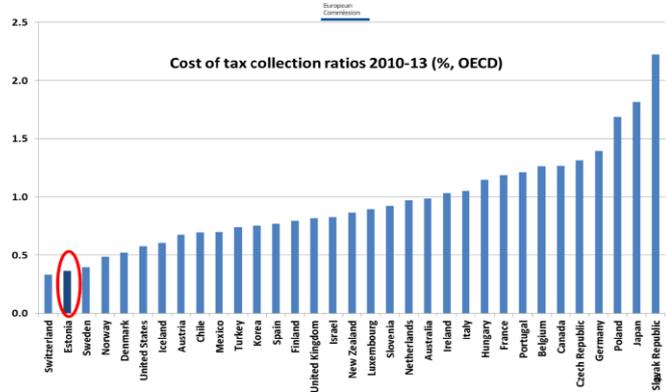
© Norbal Group

1. POLITICAL WILL AND DECISIONS HAVE TO BE TURNED TO GOOD LEGISLATION
2. TECHNOLOGY CAN BE IMPORTED, POLICIES CANNOT
3. CHANGE IN HUMAN BEHAVIOUR IS THE GREATEST CHALLENGE

Slide 9

Collection efficiency

- „The Estonian Tax and Customs Board (ETCB) is one of the most efficient revenue collection authorities among the OECD countries, currently in TOP3.
- Practically all declarations are received electronically via e-channels (VAT - 99%*).
- Efficiency of compliance – according to KPMG study, Estonia has provided the best environment in the world.



* 90% of the VAT returns are done in 3 days

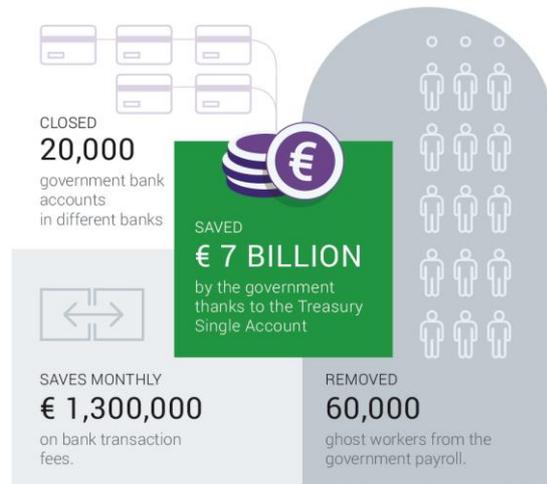
Slide 10

Success case

Nortal & HP implementation of government financial management system for the Federal Government of Nigeria is one of the most impactful reforms in public finance management ever done in African continent.

- Treasury & Single Account
- Revenue Management
- Intelligence

© Nortal Group, 2018



The Treasury Single Account has brought **transparency** to the inflows and outflows of government money.

Yemi Osibajo, Acting President of Nigeria

5.3 Official opening address by His Excellency, President M E K Masisi

I am very grateful to have been invited to officiate at this important conference - the 15th National Business Conference which is being hosted in this beautiful city of Francistown, the gateway to our strategic trading partner in the North, Zimbabwe.

I would also, like to extend a warm welcome to our distinguished international guests and wish them a pleasant stay here.

Allow me also to commend Business Botswana for its tireless efforts in ensuring consistent convening of this conference on a biennial basis as a platform for Government and business; to engage on issues of national interest, with a view to accelerating the growth and the diversification of the country's economy.

The theme of this conference, "Breakthrough to a High-income Botswana: The Role of the Private sector in charting the course," is indeed very appropriate and timely, as it is aligned to my Government's roadmap of addressing current challenges facing Botswana including poverty, unemployment, Bureaucratic red tape, and the quality of education. The roadmap ultimately entails concerted effort to propel this country, on a very serious note towards our desired destination by 2036 as espoused in our National Vision.

Let me at the outset indicate that a National Transformation strategy for Botswana is being formulated. The aim of this strategy among other things will be to seek practical and effective ways of enhancing the competitiveness of this country, an essential ingredient to ensuring productivity and attainment of high-income status.

Simply put, the strategy is to define how we reach the status of a developed nation by 2036.

In the attainment of this stage of development, there is no doubt that the private sector has a central and critical role to play in charting this course.

The demands of becoming a highly competitive economy are enormous. They range from the need to ensure availability of modern and functioning infrastructure, including transport, energy, water, information and communications technology. Of equal importance are effective and efficient public institutions, a stable macroeconomic environment, and high quality as well as relevant education.

Innovation, technological readiness, and the ability to produce competitive goods demanded by both local and foreign markets are critical aspects of the competitive economy that we aspire for.

Since Government and the private sector are partners in development, this particular conference will afford us the opportunity to thoroughly reflect on these issues, with a view to mapping a way forward on how to jointly address them.

I am happy to note that the participants at this conference are from diverse backgrounds and have extensive experience in business and the many issues that are of relevance to the theme. I am told that we also have experts from outside the country, whose knowledge and experience will in no small measure; enrich the deliberations at this important gathering.

The role of Government, as you all know is not to run business, but rather to play a facilitative role for the private sector to grow the economy and create jobs for our citizens. To this end, my Government remains committed to make doing business in Botswana smooth and seamless, through a regulatory framework that creates a conducive environment for business to flourish.

I must emphasise that, first and foremost, we have to deal with the bureaucratic red tape, which is one of the major issues that makes it very difficult for business enterprises to set up and grow in Botswana. This includes policies, regulations and laws that cut across various Government Ministries but are not coordinated or complementary. In this respect, all Ministries have been directed to scan such laws and regulations in their areas of responsibility with a view to identifying those that are an impediment to the achievement of our policy goals.

This action will also require serious improvements in the productivity of our Public Service. In this context, Government is embarking on Public Sector reforms that are aimed at improving service delivery and policy implementation across the structures of Government.

Dedicated efforts will also be required towards the fight against corruption. In this regard, in the near future, a Bill on the Declaration of Assets and Liabilities will be tabled in Parliament, which Law will cover politicians and senior public officers. This move will enhance transparency and accountability and therefore contribute to investors' confidence in this country.

To this end, I wish to appeal to captains of industry to assist Government in fighting this scourge of corruption. It is a well-known fact that some business enterprises also contribute to corruption by bribing public officers, something that is completely unacceptable.

One other issue that has been impeding the attraction of Foreign Direct Investment is our visa regime, which we have discussed several times before at the High Level Consultative Council (HLCC). In response to your concerns, we have decided to improve the turnaround time for the issuance of visas, residence and work permits. We are also considering issuing visas on arrival, provided applicants met the set requirements. In addition, government has decided to waive visa requirements for foreigners who possess diplomatic passports.

I am also pleased to inform you that work is underway to develop a policy that will improve the turnaround time for the processing of applications for Environmental Impact Assessments in order to speed up the setting up of businesses, thus greatly reducing the cost burden on investors.

Land is a very important factor of production on which we have had very restrictive laws and regulations pertaining to its use. In this regard, Government is working on legislation that will fast track the processing of applications for the change of land use so that landowners can benefit from its optimal utilisation. Our target date for the finalisation of this law is December 2018.

Government continues to put in place policies, programmes and strategies aimed at diversifying the economy. The Special Economic Zones policy and the cluster development model in critical sectors like tourism, beef, financial services, agriculture and mining are such examples that are intended to promote economic diversification in this country, thus creating the much-needed jobs.

We are also committed to enrol more students in vocational training centres as well as promoting increased use of information communications technology in all schools.

Government is surely determined to address the problem of skills mismatch that the private sector continues to raise as a legitimate concern, in order to produce graduates who are ready for the job market.

In their regular reviews of middle-income countries, such as Botswana, and their path to further economic growth, economists invariably talk about a middle-income trap. They define the "middle-income trap" as the "growth slowdown that tends to affect countries when they reach middle-income levels,"

In this regard, global partnerships are critical for the advancement of our economic development, hence we are doing all we can to source funds from our development partners, as well as our friends in the context of South-South cooperation, to implement projects that can unlock the potential of this economy. In this regard, we have secured about P 340 Million from China as a grant during the last state visit to that Republic. This will finance key infrastructure projects.

In the same vein, the experience of advanced economies affirms that innovation is a very important driver of economic activity and wealth creation. Consequently, one looks forward to solutions on improving the role of science and technology, including increasing the share of science and engineering graduates, as well as attaching our people in advanced economies and key institutions for exposure and development.

I am pleased to note that during this conference, we are going to hear some global perspectives from both Botswana working abroad as well as visitors from other parts of the world. Their insights on how to get things done should be received with open minds.

It is my sincere hope that during the discussions, we are going to draw lessons from countries that left it too late and found themselves either stuck in perpetual middle-income status or regressing to lower income levels.

I therefore wish to highlight some key factors that should not escape your attention as you deliberate on Botswana's transformation path to high-income status. These factors are; productivity, quality of education, innovation, skills development, diversification of exports and willingness to learn from other countries. A strategic imperative that we must always bear in mind is that the sustainable growth of our economy will depend on our accessing of global markets. Hence the need for our public and private sector to be in sync with the requirements and intricacies of the global marketplace.

In conclusion, I would like to urge the private sector to up its game in its contribution to the development of this country and the diversification of the economy of this nation. This will contribute immensely to employment creation particularly for the youth who constitute the majority of our population.

Let me also take this opportunity to thank all the participants at this conference for their commitment and interest in the economic development of Botswana. On that note, I wish you a fruitful conference whose resolutions and recommendations will inform us in formulating appropriate and relevant policies, which will enhance your operations. This is the only way we can reach a high-income status by 2036 as a nation

With these few remarks, I now have the singular honour to declare this conference officially open; I thank you for your attention.

5.4 Developing talent for high-income

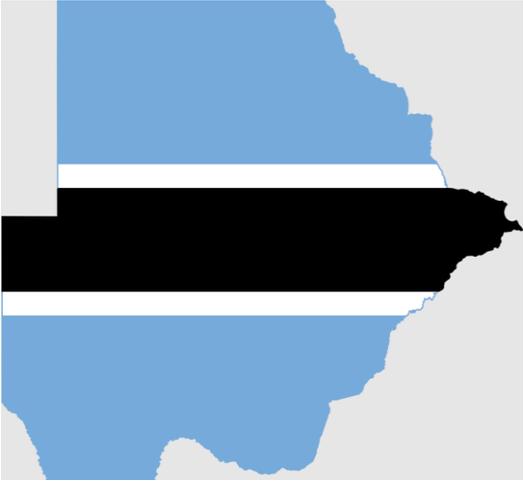
This session, moderated by Mr Kenneth Molosi, Managing Partner/CEO of EOH Consulting, Botswana, had three presentations.

5.4.1 Building a stronger human capital base to enhance Botswana's economic competitiveness

Mr Xavier Furtado, World Bank Country Representative to Botswana and Special Envoy to SADC presented Human Capital and Business Competitiveness in Botswana.



THE CONTEXT:
WITH STRATEGIC INVESTMENT,
MASSIVE GAINS IN HUMAN
CAPITAL SINCE 1966





CHILD MORTALITY DOWN



LIFE EXPECTANCY UP

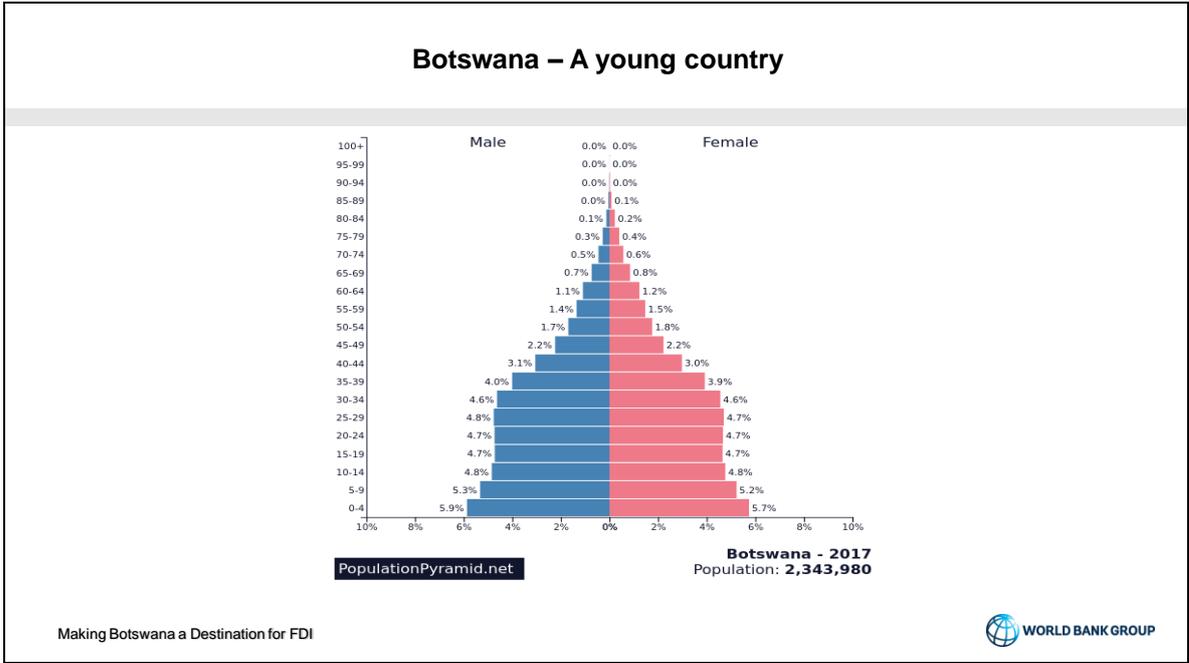


MORE CHILDREN IN SCHOOL

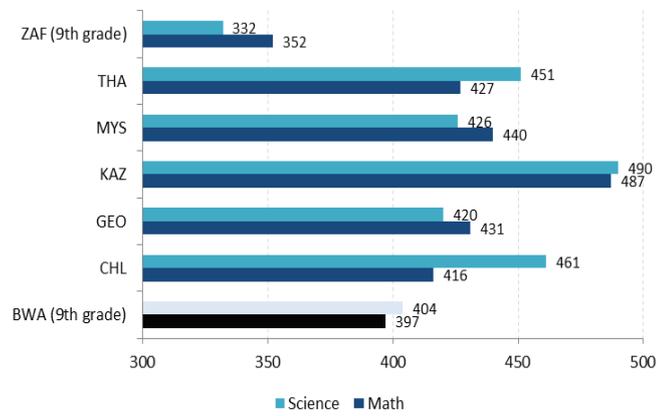


MORE PEOPLE COVERED BY SAFETY NETS





Botswana trailing its peers in math and science learning outcomes



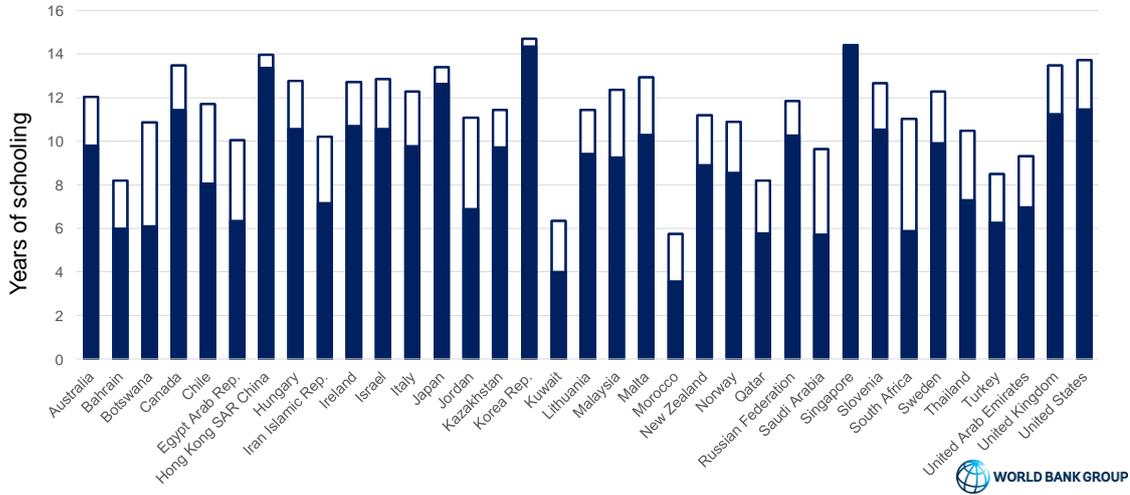
Source: TIMSS

Making Botswana a Destination for FDI

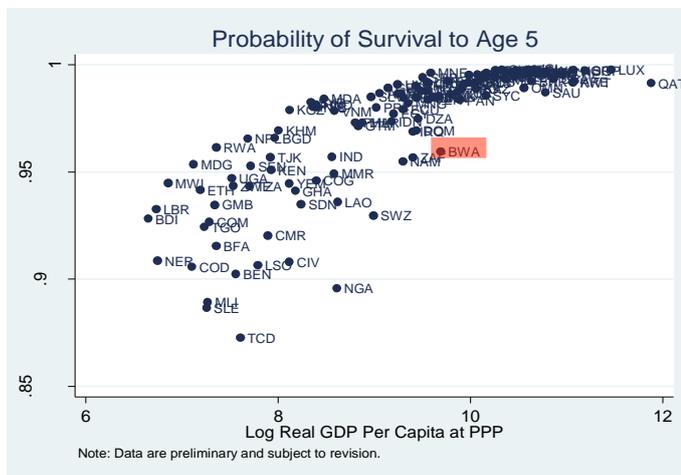


Years of **Schooling** are not the same as **Learning**

Average years of schooling of 25-29 year olds, unadjusted and adjusted for learning



► SURVIVAL TO AGE FIVE



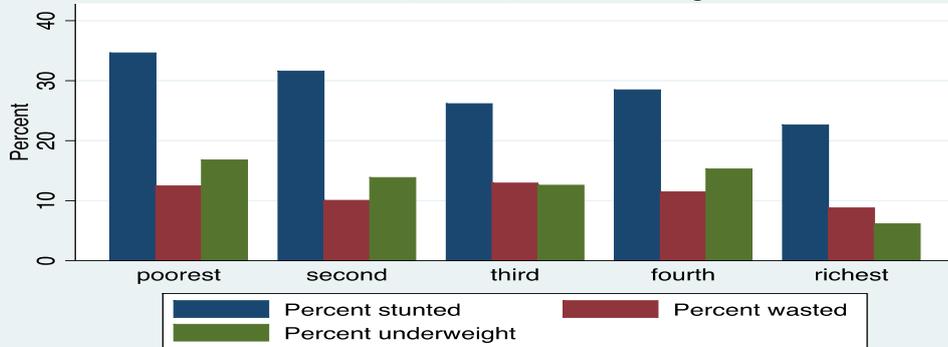
► Based on under-5 mortality rates from UN Child Mortality Estimates

► Most of variation in survival rates is driven by differences in infant mortality rates

Source: UN Interagency Group on Child Mortality Estimation

Equity & Child Health Outcomes

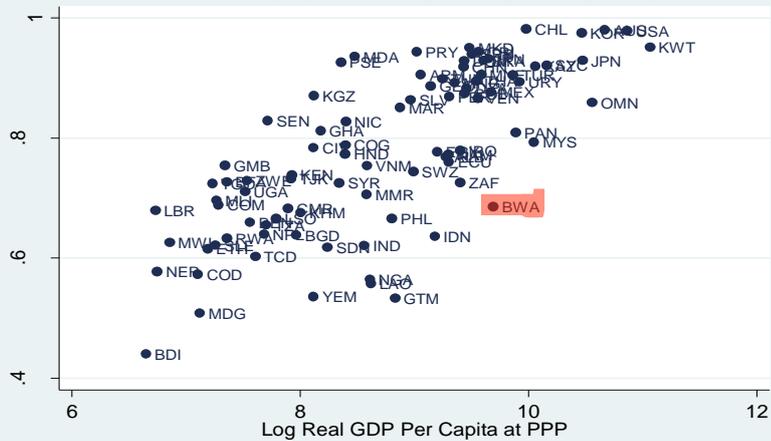
Percent malnourished below 5 years by consumption quintile
Stunted, wasted, and underweight



Note: Malnutrition here defined as z-scores below minus two standard deviations from median value of height for age (stunting), weight for height (wasting), or weight for age (underweight) of WHO 2007 Child Growth Standards (0-5) Reference population

STUNTING

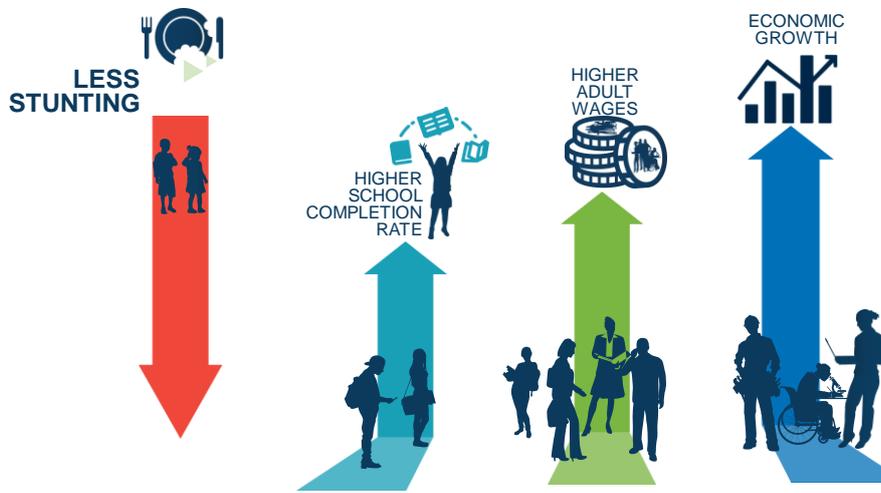
Fraction of Children Under 5 Not Stunted



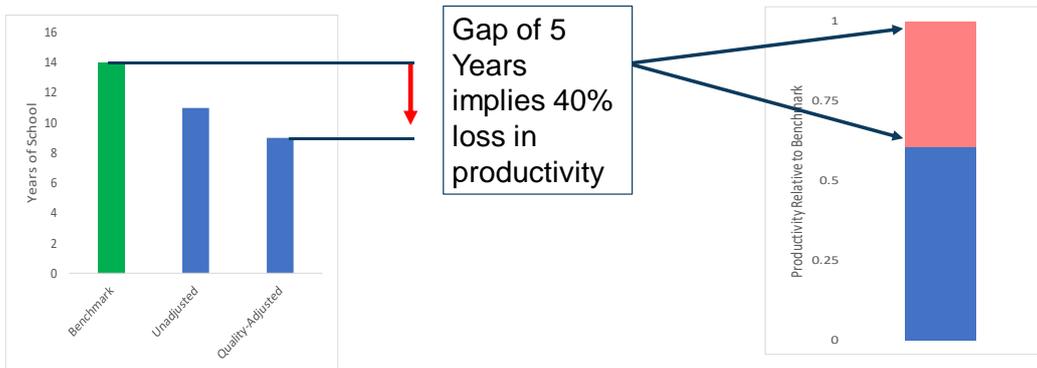
Note: Data are preliminary and subject to revision.

Source: WHO-UNICEF-World Bank Joint Malnutrition Estimates

▶ **WHEN STUNTING RATES GO DOWN, A WHOLE RANGE OF BENEFITS**



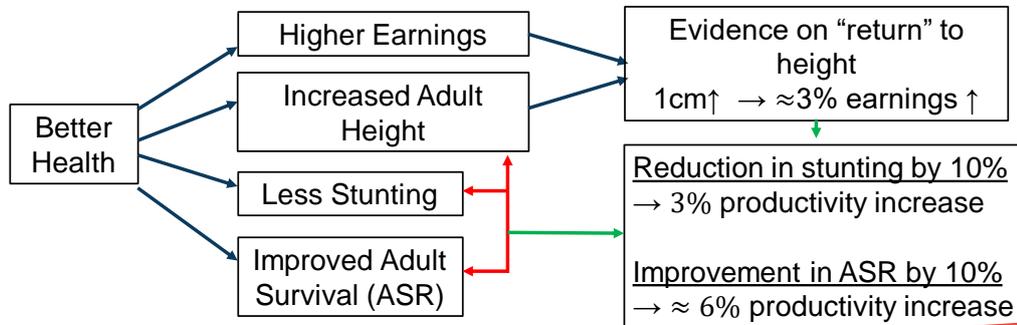
▶ **CALIBRATING EDUCATION → PRODUCTIVITY**



▶ Additional year of (quality-adjusted) school raises worker productivity by ~8%

▶ CALIBRATING HEALTH → PRODUCTIVITY

Improvements in latent health lead to *less stunting* and *higher adult survival* – convert into effects on worker productivity using micro-econometric evidence.



11

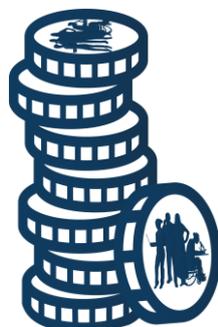


12

▶ THE HUMAN CAPITAL PROJECT: WILL ACCELERATE MORE AND BETTER INVESTMENTS IN PEOPLE GLOBALLY

1. **Human Capital Index:** Make the case for investment in the human capital of the next generation.
2. **Measurement:** Improve measurement and provide analysis to support investments in human capital formation.
3. **Country engagement:** Support Early Adopters, and ultimately all countries, to prepare national strategies that accelerate progress on human capital.

▶ **EARLY ADOPTERS**
WILL HELP DEVELOP A
PACKAGE OF POLICIES
AND INTERVENTIONS TO
ACCELERATE HUMAN
CAPITAL OUTCOMES



- ▶ **Leverage resources and increase spending efficiency**
 - ▶ Analyse public spending & financing gaps
 - ▶ Mobilize domestic resources
 - ▶ Mobilize private sector demand and resources
- ▶ **Align policies with results-focused investments**
 - ▶ Develop results-focused policies
 - ▶ Design for optimal distributional impact
- ▶ **Address measurement and analytical gaps**
 - ▶ Develop clear measures of human capital outcomes
e.g. learning, ECD
 - ▶ Identify relevant policy levers
e.g. expanding Service Delivery Indicator surveys

▶ **HUMAN CAPITAL INDEX: THE STORY**

Three ingredients reflect building blocks of the *next generation's* human capital:



SURVIVAL: Will children born today survive to school age?



SCHOOL – How much school will they complete and how much will they learn?



HEALTH – Will they leave school in good health, ready for further learning and/or work?

▶ EARLY ADOPTERS (19 CONFIRMED)

COUNTRY	STATUS	COUNTRY	STATUS
Armenia	Confirmed	Morocco	Confirmed
Bhutan	Confirmed	Papua New Guinea	Confirmed
Costa Rica	Confirmed	Peru	Confirmed
Ethiopia	Confirmed	Saudi Arabia	Confirmed
Georgia	Confirmed	Senegal	Confirmed
Indonesia	Confirmed	Tunisia	Confirmed
Iraq	Confirmed	Ukraine	Confirmed
Jamaica	Confirmed	Uzbekistan	Confirmed
Kenya	Confirmed		
Lesotho	Confirmed		
Malawi	Confirmed		

REALIZING THE HUMAN CAPITAL PROJECT



#InvestInPeople



▶ FROM HUMAN CAPITAL TO GROWTH

- HCI score of $x\%$ means next generation of workers will be only $x\%$ as productive as they could be with complete education and full health
- If current trends continue, eventually *entire future workforce* will only be $x\%$ as productive as it could be
- GDP per worker is lower than it could be with complete education and full health:
 - Direct effect: less productive workers
 - Indirect effect: less capital accumulation
 - Combined effect: GDP per worker is only $x\%$ of what it could be in the long run with complete education and full health

▶ WHAT WILL “EARLY ADOPTERS” DO?

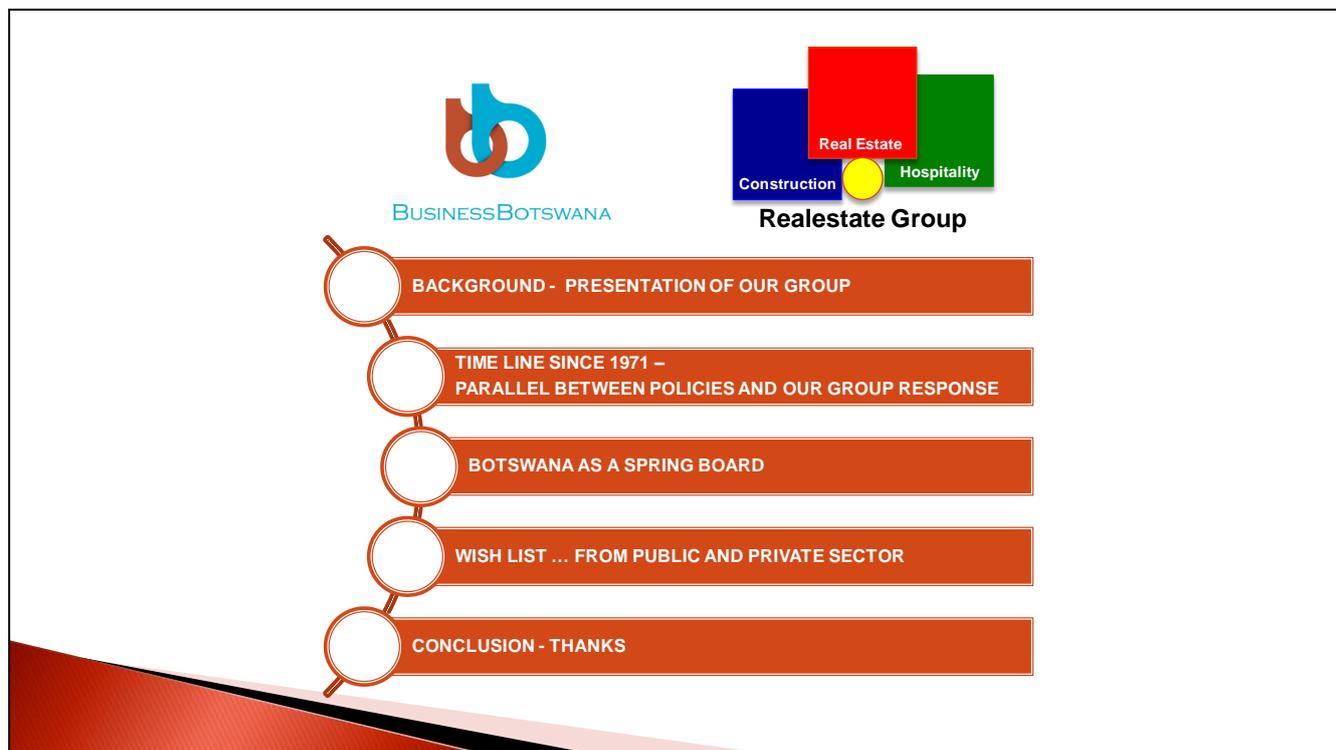
Early Adopters are countries that have expressed advance interest in the Human Capital Project. We are inviting Early Adopters to work with us to:

- ▶ Nominate a focal point within government
- ▶ Look at and discuss the detailed country data from v.1 of the Index
- ▶ Elevate the human capital policy dialogue across sectors
- ▶ Develop a national strategy to accelerate progress on human capital
- ▶ Discuss lessons/highlights during WBG-IMF Annual Meetings in Bali in Oct 2018, at a (proposed) first Human Capital South-South event

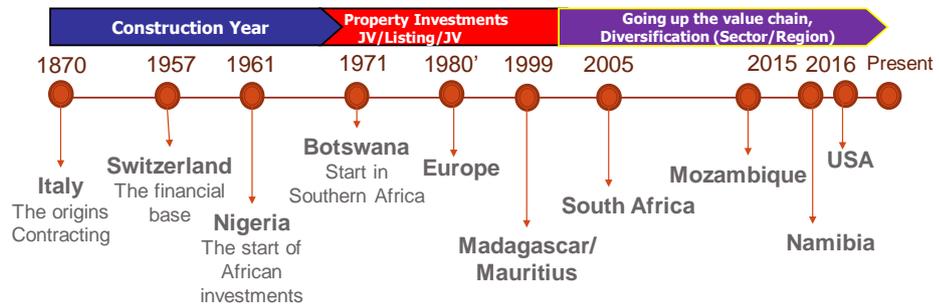
We will work with all countries after the Bali Annual Meetings to support implementation during the coming years.

5.4.2 Expanding frontiers: a Botswana success story in overcoming the small domestic market

Mr Guido Giachetti, Executive Chairman of RDC Botswana reviewed his company’s foreign direct investments since 1971.



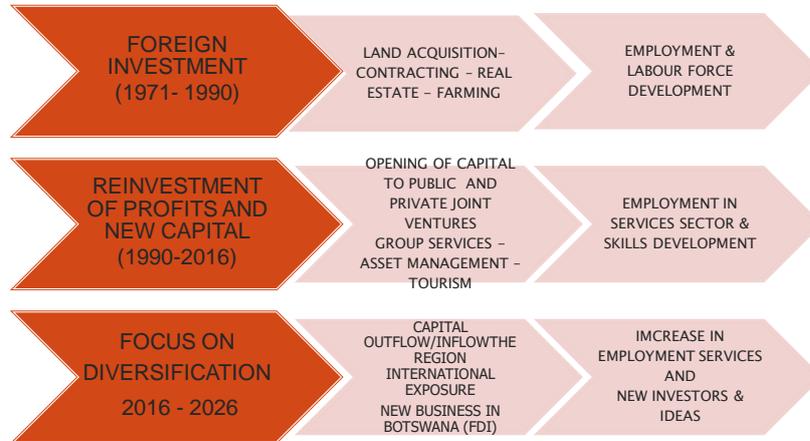
INTRODUCTION & PRESENTATION OF THE GROUP
Botswana Activities as part of a larger Group Experience in AFRICA



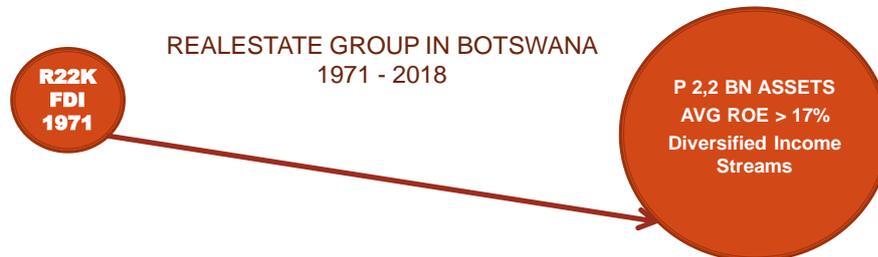
Core Business: Investments in listed and unlisted companies
 Companies invested employ in excess of > 3000



TIMELINE SINCE 1971 –DEVELOPING ALONGSIDE THE COUNTRY
From a Micro Enterprise (MSE) to a REGIONAL SME

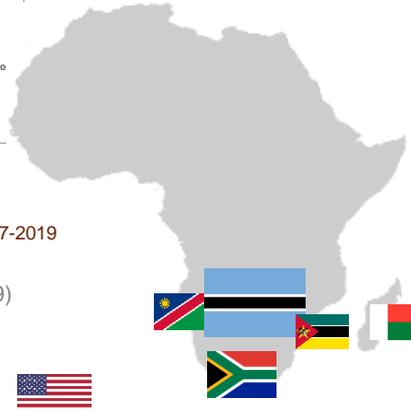
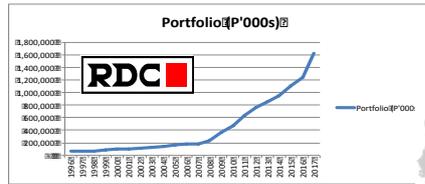


INTRODUCTION & PRESENTATION OF THE GROUP
Botswana at a Glance



- 26 JOINT VENTURES (16 BW / 10 FOREIGN FROM BW)
- DEVELOPED LOCAL SKILLS (Training ground ... EMPLOYEES > 402)
- FEW FIRSTS (MFL 71, FIRST JV 1972; First LIFTS, VRLS, LANDMARKS)
- CONTRIBUTING TO THE COMMUNITY (School, Hospital, Charities, Culture.)

INTRODUCTION & PRESENTATION OF THE GROUP The Botswana Listed Fund Investing Abroad



USING BOTSWANA AS A SPRING BOARD – 2017-2019

- In Botswana Investing > 150 M (2019)
- Internationally Investing > 450M (2017-19)

TIMELINE SINCE 1971 –DEVELOPING ALONGSIDE THE COUNTRY Parallel between policies and our group response



Our Host Country – BOTSWANA

REALESTATE DEVELOPMENT GROUP

Our Host Country – BOTSWANA	Timeline	REALESTATE DEVELOPMENT GROUP
Botswana must become financially viable : call for Foreign Investors	1966 – EARLY 70'	Realestate invests in few Properties in the Capital (70) Investment in farming (74),
Transformation agenda – Social & infrastructural program Very few resources and small market	EARLY 70' – 90'	Construction Company participating as investor in buildings and infrastructure – training First Joint Venture with Citizens in 1974/1978 etc... in Property Developments; food processing
Diversification of the economy “the theme” Challenges from the “HIV prevalence” Collapse of construction sector.	90' – 2010	Offering capital to public – RDC –BSE (92 – 96 VRLS) Invested in other sectors and in the region –
IFSC Legislation Relocation of the DTC Opening up the New CBD Creating a major set of authorities	1996 – 2016	Entering TOURISM sector (CML/MSH)– MAD & RSA IFSC Company to invest in the Sub-Continent Joint venturing as a matter of principle. Participating actively in developing the New CBD
Sustainable economic development Human social development	2016 – Vision 2036	Using Botswana as a Spring Board for investments Availing capital for New technologies and new Partners

- ✓ WE HAVE BEEN A TRAINING GROUND FOR MANY CITIZENS
- ✓ PERFECTED PARTNERSHIPS TO GROW AND CREATE VALUE

USING BOTSWANA AS A SPRINGBOARD

Group's Contribution to Vision 2036 – our pledge



JV AS A METHOD OF UNLOCKING POTENTIAL FOR PRIVATE SECTOR PARTNERS

USING BOTSWANA AS A SPRING BOARD

Wishlist From Public and Private Sector as an Established Foreign Investor



Renewed Spirit Of Partnership With Public Sector

- Unfortunately some times Government is more a competitor than a partner (Innovation Hub (Tax Incentives for IT); Developer of precincts (..);)
- Encouraging established investors to increase their presence (e.g. investing in the tourism.)
- Increasing the allocation of investments by Local Pension funds into local business;
- Enabling the participation in new technologies – new ideas do not always adapt to old procurement methods

Policy Framework

- Simplifying the licensing / authorization of projects – e/platform / open to creating local HQ
- Maintain a low interest rate environment / De-linking the Pula from currencies that are too volatile – stable and strong Pula so as to enhance outwards investments;
- Increase and broaden the Double Taxation Agreements – IFSC regulations to compete.
- Education effort : increasing the numeric/arithmetical skills from primary level

Private Sector

- Increase productivity and Work Ethics
- We need a banking sector more efficiencies and eager to create partnerships

1

DO WE HAVE A “DIFFERENCE THAT MATTER”?

Track Record; Capital; Expertise; Partnering skills



2

IS OUR PAST A GOOD BASE FOR OUR FUTURE?

Contributor to the Development of Botswana for over 47 years



3

WHAT DO WE NEED TO FOCUS ON?

The Private and Public Sector needs to work closer in Identifying sectors in which to invest and making Botswana the Spring Board for its companies to compete Internationally and bring best practices in Botswana

6. Speeches and Presentations – Day 2

6.1 Gearing towards a knowledge based economy

Ms Naledi Madala, Economist at Barclays Bank Botswana, presented on Gearing Towards a Knowledge Based Economy.

Gearing towards a knowledge based economy

National Business Conference

11 September 2018
Naledi Madala

Knowledge based economy

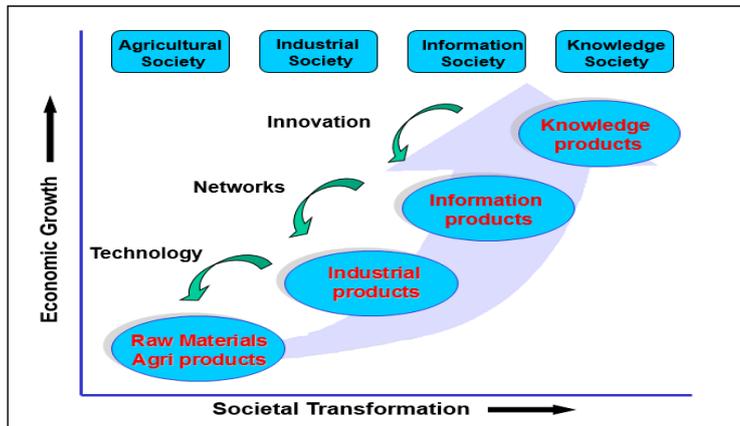
“Uber, the world’s largest taxi company, owns no vehicles. Facebook, the world’s most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world’s largest accommodation provider, owns no real estate. Something interesting is happening.”

Tom Goodwin 2015

What is a knowledge - based economy?

A knowledge-based economy is defined as “an economy that is capable of knowledge production, dissemination and use; where knowledge is a key factor in growth, wealth creation and employment, and where human capital is the driver of creativity, innovation and generation of new ideas, with reliance on information and communication technology (ICT) as an enabler”

From Agrarian to knowledge society



Source :Dr. H Ahluwalia, 2016

4 |

The challenges of transforming into a knowledge economy

Old Economy...

- Stable
- Production-oriented industry
- Hierarchical organization
- Laborers
- Start-ups starting locally
- Universities as providers of education and background research
- Cities and regions as physical infrastructure
- A skill or degree
- Capital and labour
- Mechanization
- Go-it-alone Business Culture

New Economy...

- Dynamic
- Technology, brand and service-based ventures
- Open innovation and network-based organization
- Strategic human resources
- Start-ups starting globally
- Universities as engines in the knowledge economy
- Cities and regions as intellectual infrastructure
- Life long learning
- Innovation and Knowledge
- Digitization
- Alliances and Partnerships

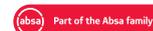
5

The Four Pillars of The Knowledge Economy

PILLARS
<ul style="list-style-type: none"> Education and Human Resources: <ul style="list-style-type: none"> Adult Literacy Rate Secondary Enrollment Tertiary Enrollment
<ul style="list-style-type: none"> The Economic Incentive and Institutional Regime: <ul style="list-style-type: none"> Tariff & Nontariff Barriers Regulatory Quality Rule of Law
<ul style="list-style-type: none"> The Innovation System: <ul style="list-style-type: none"> Royalty and License Fees Payments and Receipts Patent Applications Granted by the US Patent and Trademark Office Scientific and Technical Journal Articles
<ul style="list-style-type: none"> Information and Communication Technology (ICT): <ul style="list-style-type: none"> Telephones per 1,000 people Computers per 1,000 people Internet Users per 10,000 people

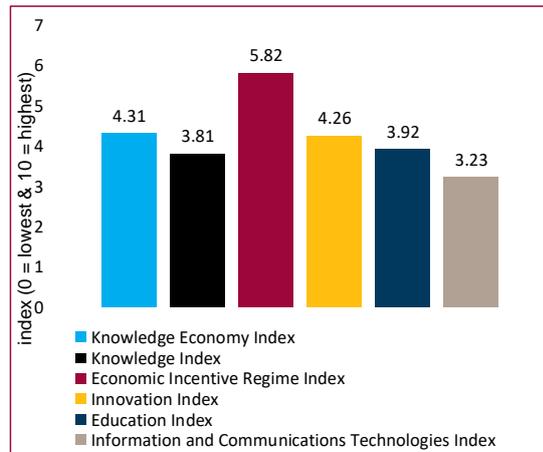
Source World Bank Knowledge Assessment Methodology

6



Where does Botswana stand?

- Botswana
- 2000 rank:67/147 (Index 4.99)
- 2012 rank:85/147 (Index 4.31)
- There is a tremendous gap between Botswana and those countries identified as knowledge driven economies



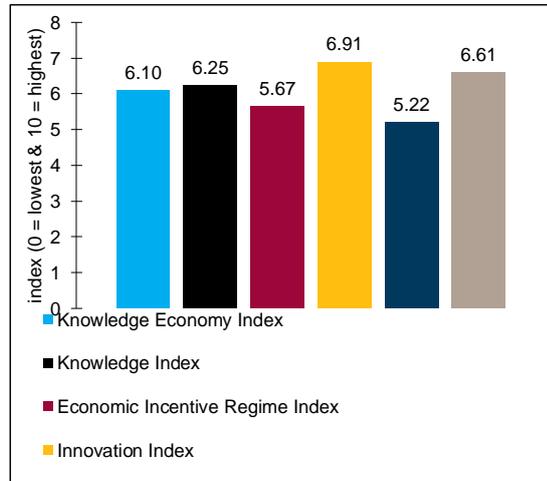
Source World Bank Knowledge Assessment Methodology, 2012

7



In comparison to Malaysia

- 2000 rank: 45/147 (Index 6.37)
- 2012 rank: 48/147 (Index 6.10)

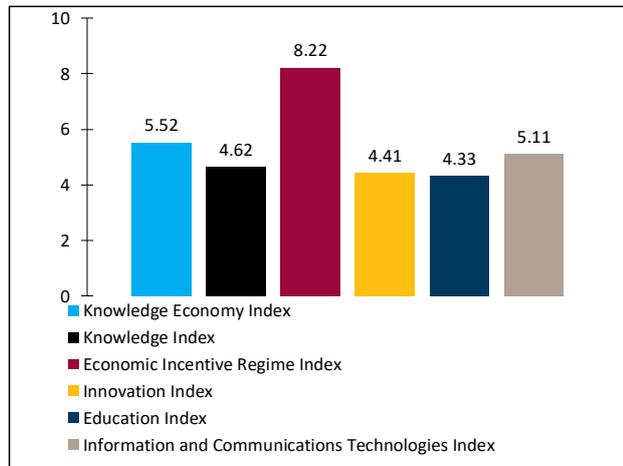


Source World Bank Knowledge Assessment Methodology, 2012

8

In comparison to Mauritius

- 2000 rank: 63/147 (Index 5.36)
- 2012 rank: 62/147 (Index 5.52)



Source World Bank Knowledge Assessment Methodology, 2012

9

Research and development expenditure(% of GDP)

Country	2005	2012	2013
Botswana	0.53286	0.25388	0.5423
South Africa	0.86276	0.7345	0.72283
China	1.31015	1.90711	1.99102
Singapore	2.16142	2.00685	2.01219
United States	2.50479	2.69803	2.74019
Japan	3.1818	3.20881	3.31612
Finland	3.33762	3.41594	3.29266
Israel	4.03952	4.16273	4.14179

Source :World Development Indicators

10

Strategic Framework

- Vision 2036
- NDP11
- SADC Regional Indicative Strategic Development Plan
- SDG's

11

Relevant policies

1. The 1998 Science and Technology Policy is credited, with the establishment of the following bodies:

- The Botswana Innovation Hub, which serves as a platform for providing linkages between the public and private sectors ;
- The Botswana International University of Science and Technology, which has been mandated to integrate education, research and production
- The School of Medicine

2. National Policy on Research, Science, Technology and Innovation in 2011

3. Maitlamo Policy

4. Education Policy

12 | Title – edit in master view | Date – edit in master view

Lessons from Israel

Knowledge based-tech oriented

The Israeli economy is defined by its world-class capacity for innovation and its focus on R&D.

Industry-gear research institutions and military training foster a highly educated and motivated population.

Quality of Scientific Research Institutions – ranking of 137 Countries²

Switzerland	1
United Kingdom	2
Israel	3

Global competitiveness report 17/18

“Israel does spectacularly well on those indicators that capture technology innovation, education, human capital and this accounts for the very rapid movement of the Israeli Economy.”

Augusto Lopez-Claros, Chief Economist,

World Economic Forum, December

“The quality of education is one of the key factors that made Israel so unique.”

Bill Gates, Founder of Microsoft

“If you’re going to the Middle East to look for oil, you can skip Israel. If you’re looking for brains, look no further. Israel has shown that it has a disproportionate amount of brains and energy.”

Warren Buffet, CEO and Chairman, Berkshire Hathaway

Lessons from Israel

1. Mixture of knowledge, innovation and entrepreneurship
2. Quality universities that provide the economy with human capital, scientific aptitude, and technological abilities (high number of engineers)
3. Entrepreneurial culture
4. Commercialization of Research
5. Strong presence of major global technology companies
6. Critical mass: capital, investors, VC funds, start-ups
7. Modern legal and financial infrastructure
8. Government support: incentive plans, tax benefits, immigration

Lessons from Korea

Successful transition path of Korea towards knowledge economy was enabled by credible and sound socio-economic policies :

- Promoting human capital development,
- R&D, technology adaptation and diffusion
- Efficient institutional build-up
- Advantages related to demographic and geographic conditions at initial stages

Lessons from China

- The EU still leads the world for publications (34%), followed by the USA on 25% . Despite these impressive figures, the world shares of both the EU and the USA have fallen over the past five years, as China has pursued its meteoric rise.
- Chinese publications have nearly doubled over the past five years to 20% of the world total.
- Ten years ago, China accounted for just 5% of global publications.
- This rapid growth reflects the coming of age of the Chinese research system, be it in terms of investment, the number of researchers or publications.

Source :Unesco Science Report: Towards 2020

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Closing thoughts

- Culture “ What is honored in a country will be cultivated there”Plato
- Create an enabling environment for conducting scientific and technological R&D and to stimulate innovation
- R & D landscape coordination/priority setting (we need to act decisively, targeting investments in areas of strategic opportunity
- Data is the new currency
- Universities as engines in the knowledge economy
- Partnerships between private companies, universities and governments

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6.2 Setting up for execution and implementation roadmap

Mr Oabona Kgengwenyane, Managing Director of Innolead presented the input received and the roadmap that would drive Botswana to a high-income economy by 2036 or earlier.

Implementing Projects in a Public Sector

Setting Up For Execution...

NBC 15 - 2018

Oabona Kgengwenyane MD Innolead Consulting



- 1 Intros
- 2 The Public Sector Environment
- 3 Public Projects – Botswana Landscape
- 4 Public Projects Complexities
- 5 Setting Up Government For Execution
- 6 What should hold true for 2036
- 7 Implementation Roadmap

innolead **Innolead Overview**

Current Botswana staff of 40 professionals

Regional Representation

Trained citizen staff

Strategic Partnerships; Oracle Primavera, PeopleCert PRINCE 2, PMI, Project Controls Institute

Been operating for 16 years in the Botswana market; 100% citizen-owned

Product and service application across multiple industry sectors

Our Mission

We Help Organisations Execute Through an Inspired Team of Leading Consultants and Innovative Solutions

Change Management | Project Management | IT Consult | Business Process | Corporate Strategy | Information & Records Management

innolead **Partnerships And Accreditations**

association for project management
apm Corporate Member

Project Management Institute
Registered Education Provider

Project Controls Institute

ORACLE Gold Partner

pragma

MACCAUVLEI

BOTSWANA Qualifications Authority

PRINCE2
ACCREDITED TRAINING ORGANIZATION
PeopleCert ON BEHALF OF AXELOS

MSP
ACCREDITED TRAINING ORGANIZATION
PeopleCert ON BEHALF OF AXELOS

APMG International
Better Business Cases

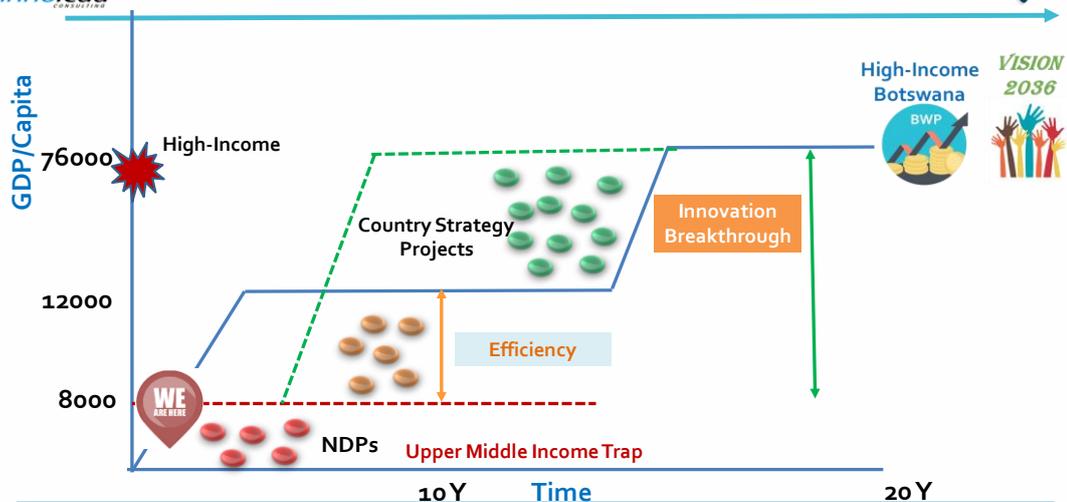
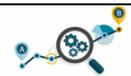
Change Management | Project Management | IT Consult | Business Process | Corporate Strategy | Information & Records Management



“ Botswana ranks **top in competitiveness in Africa** and 18 in the world...Botswana’s 7 billionaires make inroads with acquisitions in Africa.....Unemployment rate at 3%.....Country pumps out **over 100 patents annually across its R&D institutions**....Gaborone rated as top city in Africa with a 3rd airport expansion.....**ICT usage at 90%**.....Population reaches 4.5 million with 30% expatriate talent ..Motswana nominated for reputable price award for genetic research....Mining contributes only **10% to GDP**”

2014

Start now.....Sedibeng go iwa ka tsela.....BIUST, UB, Limko, Botho, Ba Isago ...Are you ready.....





**Project Management
in Public Sector**

Successful implementations can only be the result of a formal project management project..... *(Project Management Institute)*

Project delivery is at the heart of all government activity, whether it's building roads and rail, strengthening our armed forces, modernizing IT or transforming the way government provides public services to citizens"...
(Minister IPA, Oliver Downen)



**Public Projects –
Botswana Landscape**



 Change Management | Project Management | IT Consult | Business Process | Corporate Strategy | Information & Records Management

Public Projects – Botswana Projects



BIUST



Francistown Interchange



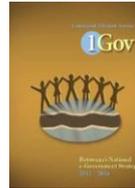
Palapye glass project



Kazungula Bridge



E-Gov



Morupule B Power Station



Public Projects – Botswana Landscape

1 Poor project management maturity across both public and private sectors....contractors, consultants

2 No central centre of excellence for pm...GICO??

3 Political will to urgently address implementation issues??..we keep talking

4 Poor capacity to handle large projects

5 Shortage of pm skilled and experienced personnel

6 Absence of pm processes, governance structures and tools... No GoB pm framework e.g. IPA LUK

7 Poor prioritisation of projects...current bottom-up vs top-down strategic alignment approach

8 Current culture do not recognise value of DATA...data availability drives projects performance

Landscape...



- ◊ Whilst there is Vision and NDP's, there is little top-down prioritization and it is not clear how the various Plans align.
- ◊ **Projects are announced and committed to before their scope** and costs are understood. This results in delivered projects appearing to be failures judged against initial cost, time, performance parameters.
- ◊ **There is a lack of clarity and co-ordination between Ministries to ensure project activities are scheduled to effectively deliver policy outcomes.**
- ◊ More projects are started than there is either the financial resources or capability and capacity to deliver.



The Public Projects Complexities



Public Projects – Global Landscape



Dubai Water Canal project



New Aladdin City project in the middle of Dubai Creek



Hong Kong Science & Technology Park



Beijing Capital International Airport (PEK)



Kigali International Airport, Rwanda



Jebel Ali Port



Public Projects Complexities



Research has shown a **greater complexity of managing public projects than of managing projects in other sectors.**



Methods and Processes

- Project management methods
- Strategic Alignment and Control



Stakeholders and leadership

- Sponsor and top Management Support
- Tangible vs. Intangible and implicit expectations



Complexity and uncertainty

- Political Complexity
- Organisational Complexity
- Technological Complexity



Methods and Processes



- **Project management methods**

- Not appropriately applied or adhered to
- General lack of programme and portfolio management
- No defined standards and performance measures

- **Strategic Alignment and Control**

- Lack of clear and detailed definition of strategic objectives or business case
- Lack of effective benefits management
- Misaligned strategic or political objectives and actual project efforts

https://www.pwc.ch/en/publications/2017/pmi_are_projects-doomed-to-failure_en_2017_web.pdf



Stakeholders and leadership

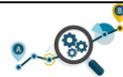


- **Sponsor and top Management Support**

- Lack of top management support
- Leaders overestimate capabilities of project management and underestimate the challenges
- **Changes in major stakeholders- political leaders time in charge shorter than lifecycle**

- **Acceptance of failure in public project**

- Culture of blame supersedes readiness to learn from the past mistakes



Complexity and uncertainty



- **Political Complexity**
 - Project deadlines are set on the basis of political debate rather than realistic planning efforts.
- **Organisational Complexity**
 - structure, with its multiple levels and reporting lines, provides one of the major challenges to project management implementation and adoption



- USA legislated project management in 2016
- UK MPA (set-up 2011) restructured into Infrastructure Projects Authority in 2016 – improved transparency and assurance
- South Africa instituted Presidential Infrastructure Coordination Commission (PICC) on Projects Delivery in 2011

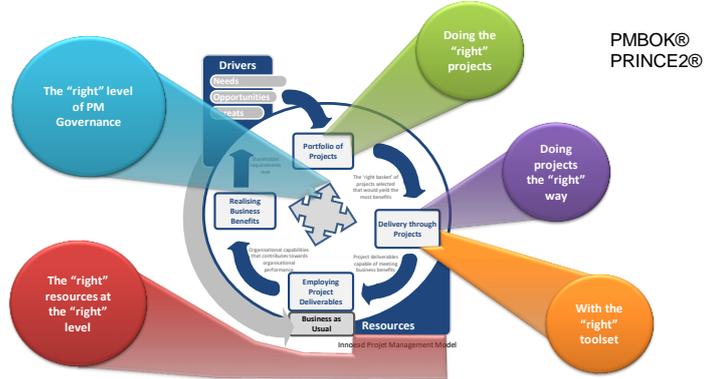


Setting Up the System For Execution



Slide 20

A comprehensive project management solution translates strategy into projects..



Contact us on 3909102



1. Centre of Excellence DU/PMO



2. Political will



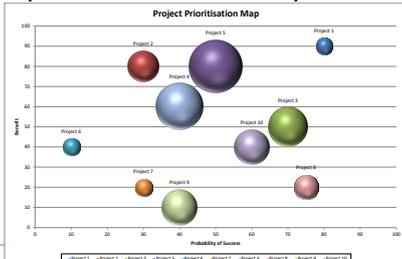
3. Skills Development in PM (pm, controllers, schedulers, cost engineers etc.)



4. Data and reporting / performance tracking



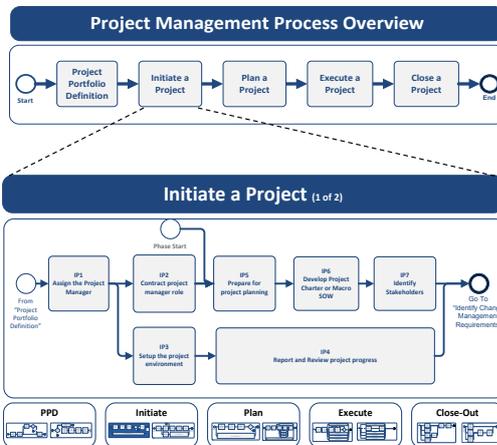
5. Top-down prioritisation linked to country strategy



6. Enforce standard project-wide processes

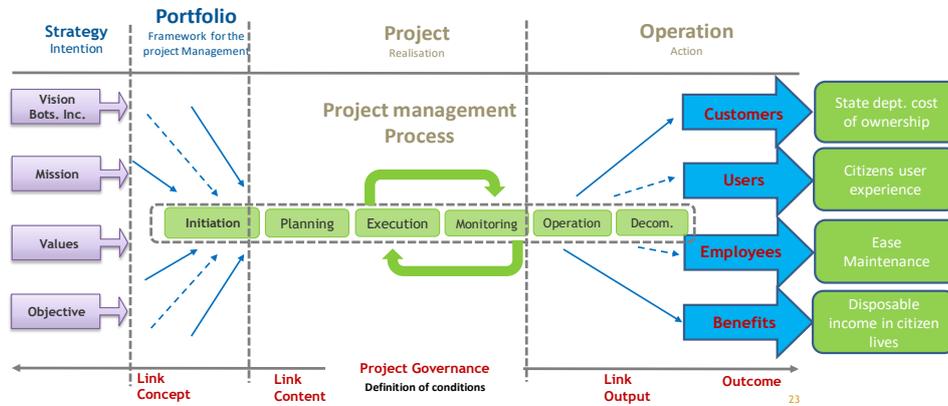


Base process Documented in detail...



- ### TOP 10 PMO FUNCTIONS
- Project/program monitoring and controlling
 - PM methodology, standards implementation/management
 - Project policies, procedures, templates implementation/management
 - PM coaching and mentoring
 - Project/program initiation
 - Project/program planning
 - Project/program closing
 - Multi-project coordination
 - Portfolio tracking (performance monitoring)
 - Alignment of projects with strategic objectives

TYPICAL PORTFOLIO / PROJECT FRAMEWORK WHAT DO WE HAVE ?



The link between corporate strategy, portfolio, Project Management and implementing in operation.

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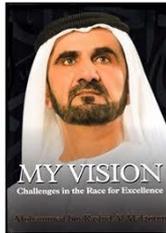
Planning....Planning....

FEL Process...e.g. UK IPA

Key Critical Success Factors	Broad Description
Strategic fit and business needs	How well the option: <ul style="list-style-type: none"> meets agreed spending objectives, related business needs and service requirements provides holistic fit and synergy with other strategies, programmes and projects.
Potential Value For Money VFM	How well the option: <ul style="list-style-type: none"> maximises the return on the required spend (benefits optimisation) in terms of economy, efficiency and effectiveness from both the perspective of GoB and wider society and minimises associated risks
Potential achievability	How well the option: <ul style="list-style-type: none"> is likely to be delivered in view of GoB's ability to assimilate, adapt and respond to the required level of change matches the level of available skills which are required for successful delivery.
Supply-side capacity and capability	How well the option: <ul style="list-style-type: none"> matches the ability of the service providers to deliver the required level of services and that business functionality appeals to the supply-side.
Potential affordability	How well the option: <ul style="list-style-type: none"> meets the sourcing policy of GoB and likely availability of funding matches other commitments.



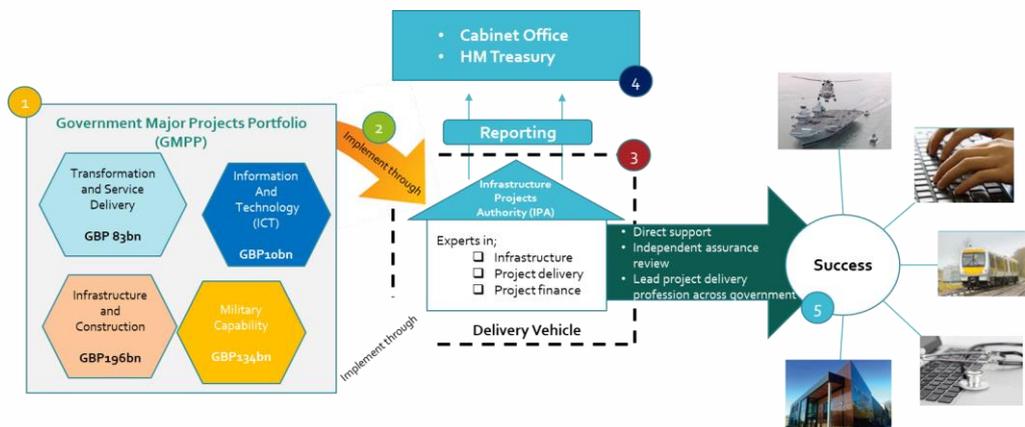
Given the complex, medium to long-term nature of larger public sector projects, success requires sustained political support,



President Uhuru Freezes All New Government Projects

"There will be no new projects that will be embarked on until you complete those that are ongoing," Uhuru Kenyatta."

Abiy lamented about the country's lack of project management competency in his first press release. He pinpointed the culprit- the country's lack of capacity to implement the principles of Project Management



What must hold True for traction to 2036

Our Readiness...

Ready for Change..?





Stop, Continue....



What must we stop doing?

1. Un-willingness to accept new ideas
2. Stop talking. ...ACTION
3. Poor work ethic
4. No businesses Stop the dispensation to run business while employed
5. Ever benchmarking and master admirers

What must we continue doing and enhancing?

1. Invest in education and training "BUT" more efficiently
2. Prosecute corruption
3. Complete the last mile of all the projects that we do
4. Benchmark and use results to improve our policies

What must we start doing?



1. Improve tourism model
2. Start believing in ourselves, believe in Botswana
3. Culture change
4. Re-focus agriculture as a great potential for growth
5. Improve Accountability
6. Improve bandwidth ..Free internet?

What must we start doing?

8. Availability of data; relevant data. Silicon value 3 D's: Data, Digital, Democratizing.
9. Be bold and take risks as a country. E.g. Mega Projects
10. Adopt a culture of maintenance of our assets
11. Mentorship to young small companies & exposure
12. Women inclusion / gender balance



Musts for Traction to 2036



Must Happen...

Leadership.. leading from the front....Vision & Execution

Facilitative vs Controlling GoB

Pioneering / Game changing mentality

2036 High-Income Botswana



Bold & Ambitious Mega Projects, e/g Air Bots Upgrade

Leverage technology...eBots

Readiness for Change

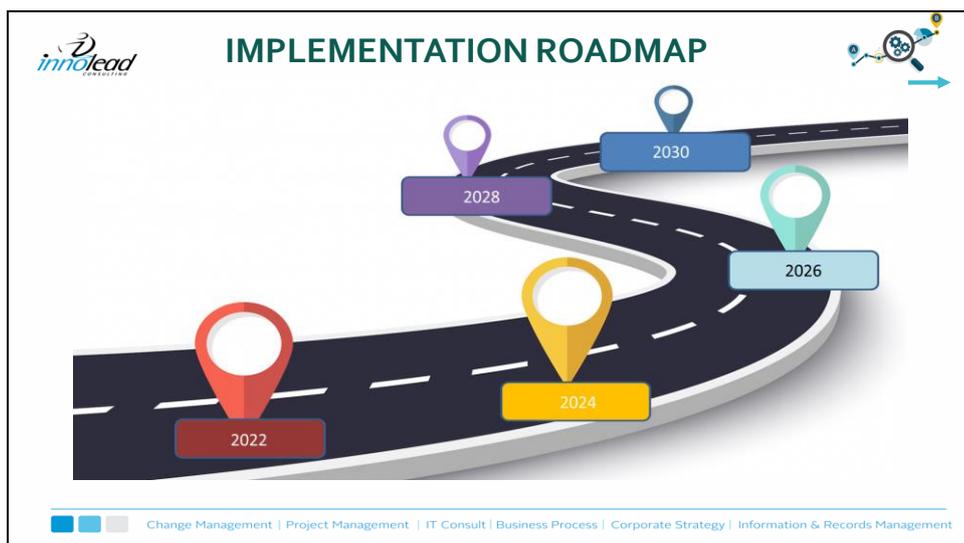
Believe in own.. Appetite for Mistakes...lessen benchmarking...



Accountability

Home-grown solution..

2018



STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Good global brand 2. Good base infrastructure 3. Good base institutions 4. Strong values of Botho 5. Political stability 6. Prudent economic management 7. Comparative advantages (tourism product, beef, mining etc) 	<ol style="list-style-type: none"> 1. Poor Equality of Education 2. Weak Private sector 3. Narrow economy 4. Low implementation capabilities 5. High unemployment levels 6. Poor doing business 38 to 72 7. Poor work ethic 8. Bureaucracy..red tape 9. Poor leadership 10. Lack of access to finance 11. Forgotten under-class 12. Multiple institutions overlapping mandates 13. Unhappy country 14. Poor creativity and innovation 15. Unavailability of data 16. House hold debt 17. Unclear private vs GoB partnership 18. Culture of self-praise
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. FDI 2. Emerging technologies; Artificial Intelligence (AI) 3. ICT 4. Offering unique value proposition to the world 5. A young country 6. Futuristic planning 7. SME as driver of economic growth 	<ol style="list-style-type: none"> 1. 43/63 Risk 2. Diamond trap 3. Narrow economic model



1. Programme Innovation

1. Accelerate digitisation/ e-Gov (free internet?)
2. Review & implement Science & Technology Park
3. Develop & implement a National Innovation System

2. Programme Inte competitiveness

1. Implement SEZA
2. Accelerate cluster development
3. Develop accelerated *Doing business Strategy*
4. Develop Wellbeing/ happiness Programme
5. Develop / Implement Export Develop Programme
6. Review Transportation/ Logistics Strategy
7. Develop National Infrastructure Plan

3. Programme Human Capital

1. Review education system
2. Develop robust national youth mentorship programmes
3. Implement a Human Capital Project (World Bank First Adopters)
4. Review social welfare programmes
5. Develop culture change programme /meritocracy driven system

4. Programme Vibrant SMMEs

1. Implement Land use reforms
2. Introduce a Supplier Development Programme
3. Cultivate access to finance structures
4. Review Innovation Fund
5. Review and enhance entrepreneurship ecosystem

5. Programme Institutional/ Governance

1. Develop/ Implement Country Strategy/ NTS
2. Civil service reforms (Model HP Public Service)
3. Implement National DU/ PMO
4. Rationalise parastatals
5. Develop & implement effective M&E system
6. Reform cabinet to allow non-elected talent
7. Review Private Sector: GoB partnership model



Break through to a High-Income Botswana Programme

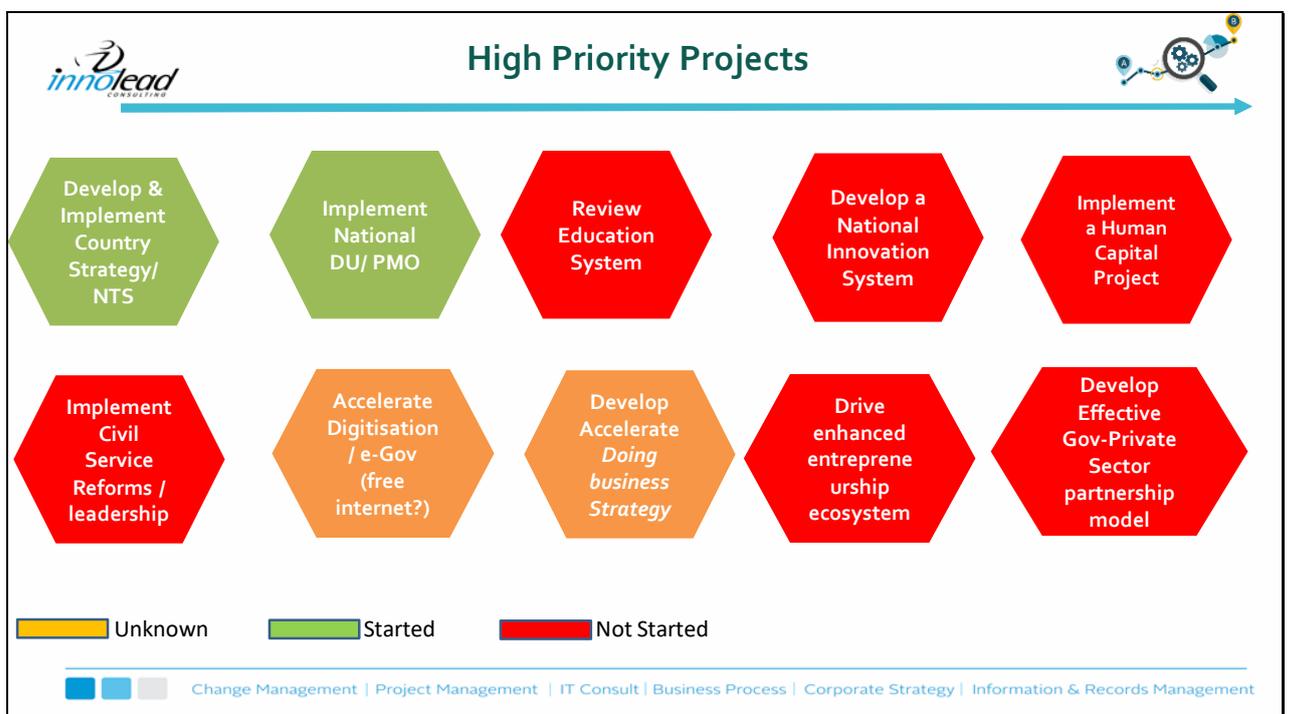
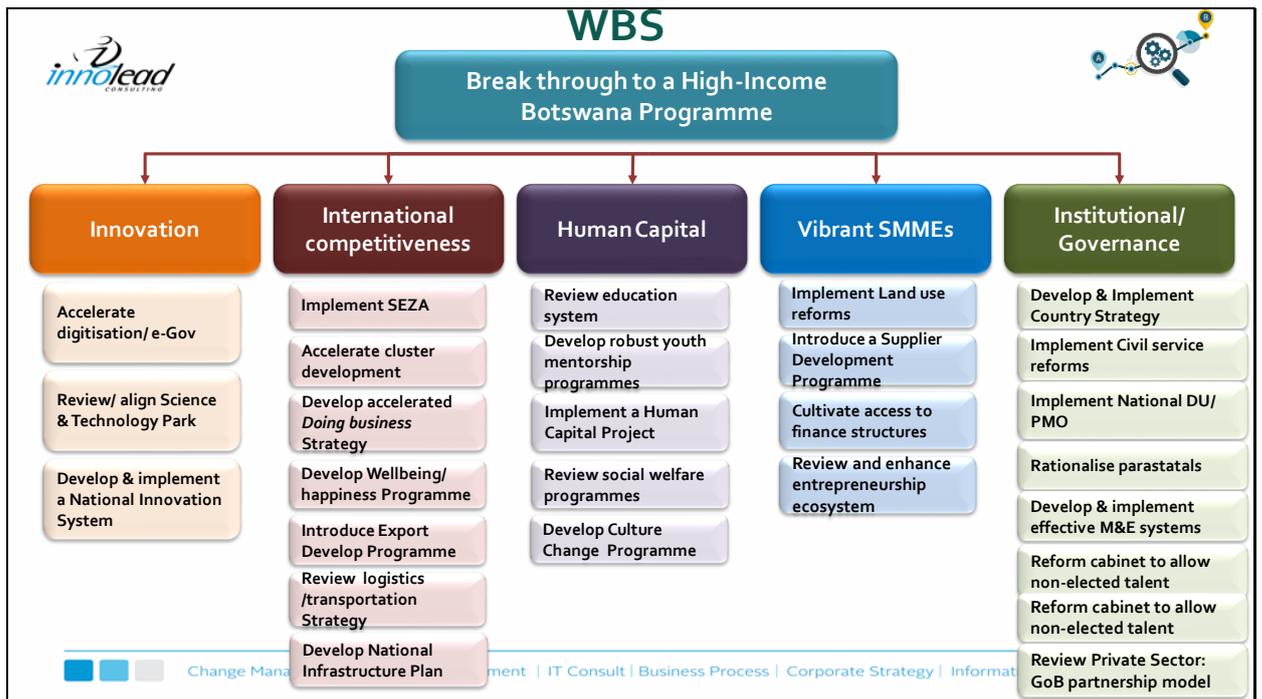
Innovation

International competitiveness

Human Capital

Vibrant SMMEs

Institutional/ Governance



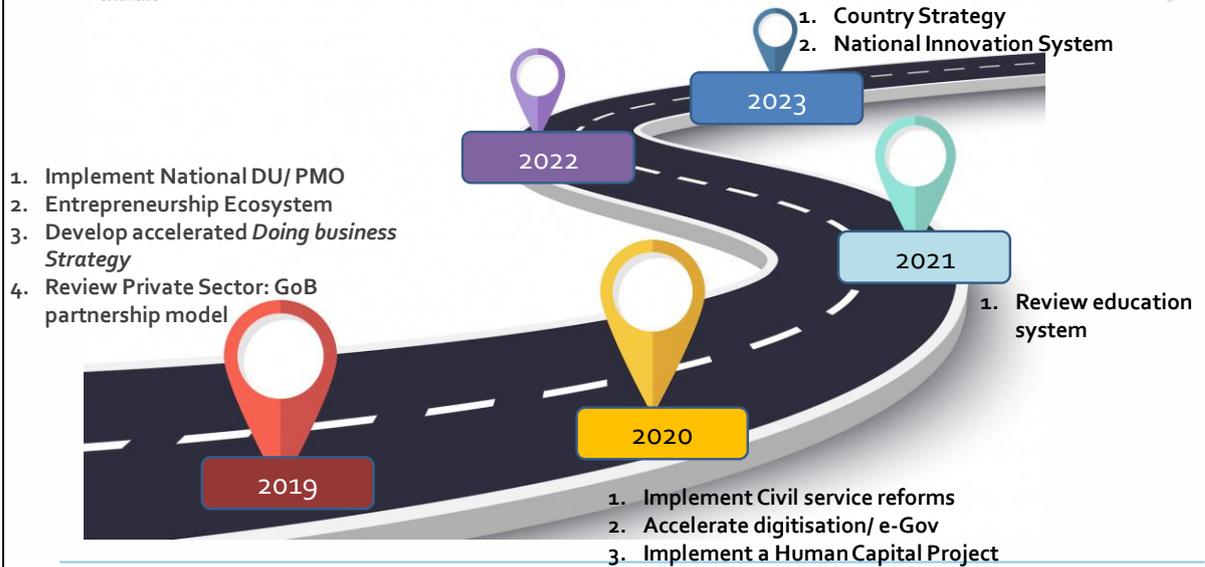
High Priority Projects – First 5 years...



Projects	2019	2020	2021	2022	2023
INSTITUTIONAL/ GOVERNANCE:					
Develop & Implement Country Strategy					
Implement Civil service reforms					
Implement National DU/ PMO					
Review Private Sector: GoB partnership model					
INNOVATION:					
Accelerate digitisation/ e-Gov (free internet?)					
HUMAN CAPITAL					
Review education system					
Implement a Human Capital Project					
INTERNATIONAL COMPETITIVENESS					
Develop accelerated <i>Doing business</i> Strategy					
VIBRANT SMMEs					
Develop & implement a National Innovation System					
Review and enhance entrepreneurship ecosystem					

Change Management | Project Management | IT Consult | Business Process | Corporate Strategy | Information & Records Management

High Priority Projects; Boosters to High Income



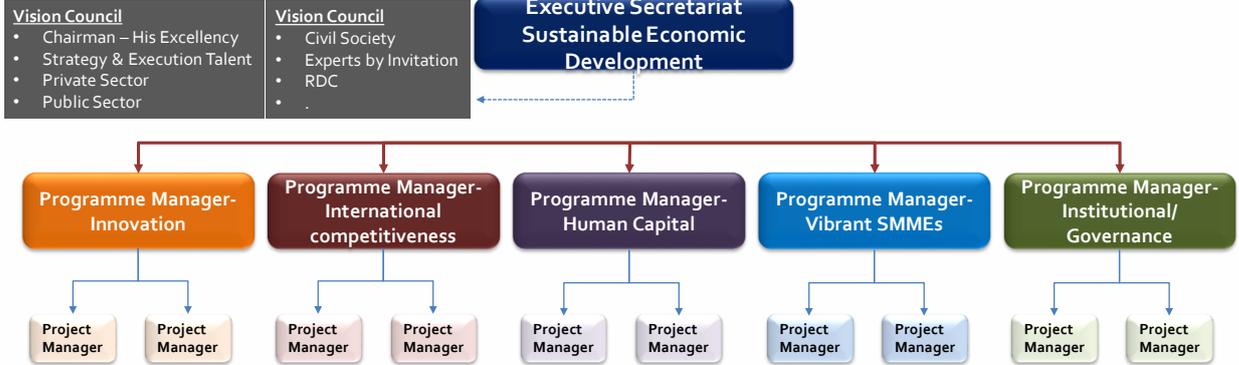
Change Management | Project Management | IT Consult | Business Process | Corporate Strategy | Information & Records Management



Governance Structure



Break through to a High-Income Botswana Programme



Implementing Agencies:

OP MTI MFED MLHA BITC CIPA BURS BB DCEC NSO GICO Dept. Toursim

Change Management | Project Management | IT Consult | Business Process | Corporate Strategy | Information & Records Management



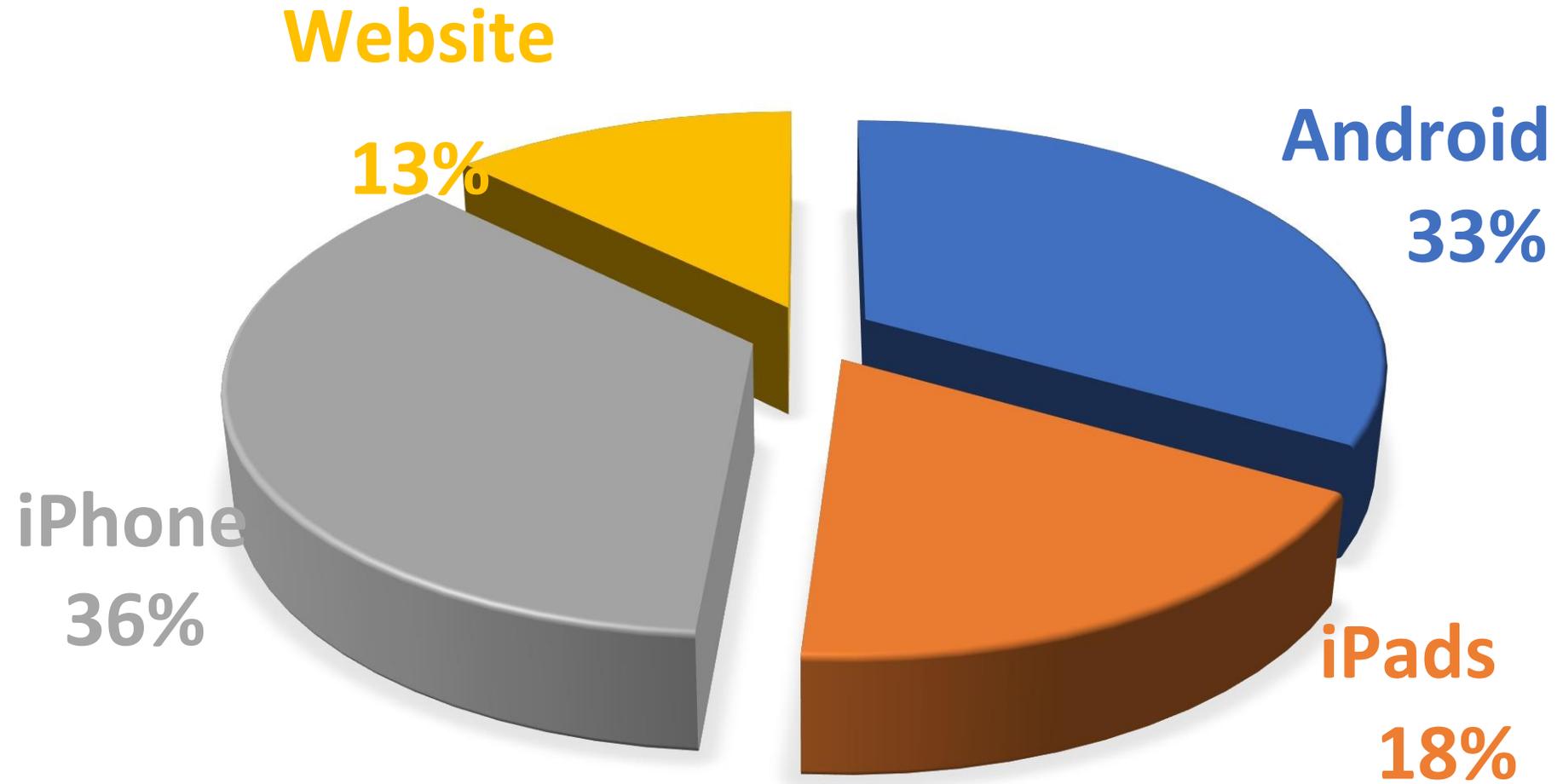
'lets define our destiny or someone or someone else will...'

7. Full Event App report

7.1 App Summary

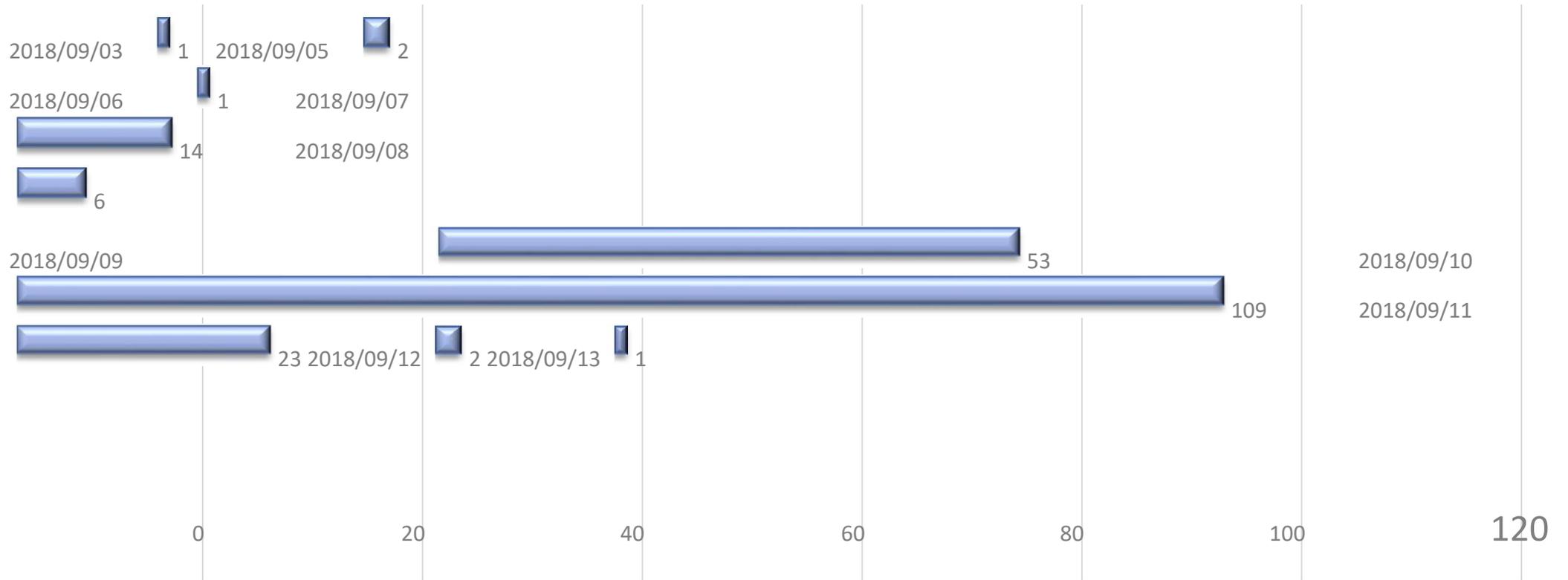
Adoption rate	47.88%
Total unique app opens	213
Total unique users	158
Total number of users	330.0
Total app opens	4,518
Total time in app	65h 58m
Activation Rate	64.55%

7.2 Unique App Opens by Platform



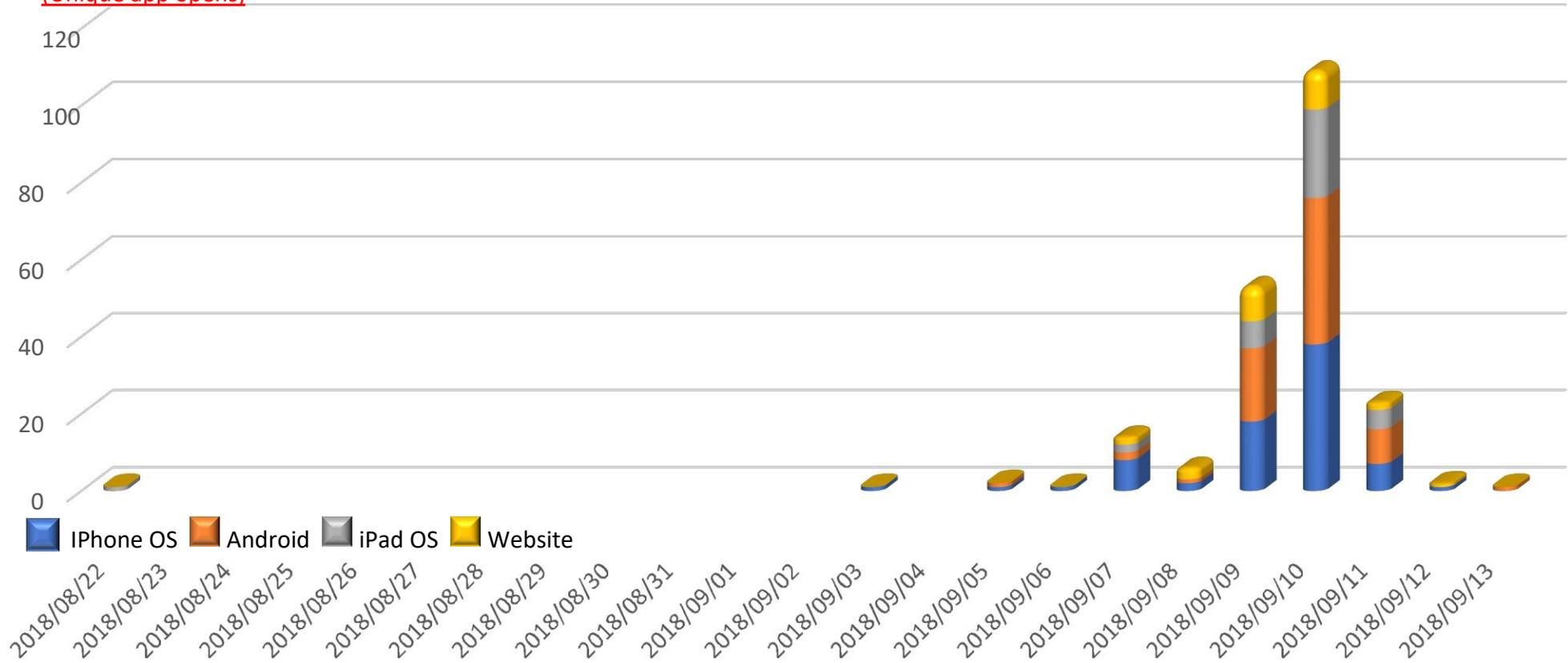
7.3 Unique App Opens by Date

(Number of activations)



7.4 Usage by Platform

(Unique app opens)



7.6 Usage by Platform

Feature	Number of times opened	Users	Time in component
Attendees	496	99	5h 46m
City Guide	46	24	0h 8m
Documents	1,069	111	9h 28m
Events	1,860	135	14h 12m
Exhibitors	116	53	0h 29m
Facebook	34	16	0h 12m
Gallery	203	73	0h 56m
Messaging	149	59	0h 40m
My Documents	292	72	0h 52m
My Notes	186	32	1h 26m
Session QA	11	9	0h 9m
Settings	66	38	0h 34m
Speakers	698	110	7h 8m
SpeakOut	177	39	0h 55m
Sponsors	129	52	0h 46m
Surveys	61	20	0h 17m
Twitter	63	31	0h 16m
NBC Website	64	31	0h 16m

Total page views

19,220

Total number of users

330

Average page views per user

119

7.8 Online Session Q&As

Thoughts on Botswana's Competitiveness: Video	Professor Michael Porter was here in 2012...my expectation is we should be at least sharing progress...are we saying the status of Botswana is still as was in 2012? My view is we needed to update the status in order to fully relate to the up to date status to avoid making decisions based on outdated data....implementation is what is needed!
Vision 2036 Insights: Mr Neo D. Moroka	Since Michael Porters presentations and subsequent cluster strategy on the four identified sectors... What has become of the cluster strategy - can we be shown tangible progress to date part from the usual "consultations and benchmarking"
Vision 2036 Insights: Mr Neo D. Moroka	Rre Moroka keeps on referring to Prof Michael Porter, what were the learning lessons from Vision 2016? Was there a review of Vision 2016 in terms of performance, successes vs failures? I believe that will be more helpful as we engage on vision 2036
Vision 2036 Insights: Mr Neo D. Moroka	National transformational strategy- as alluded to by the Vision council chair, how do we reconcile their role and that of the National strategy office towards achieving it...?
Vision 2036 Insights: Mr Neo D. Moroka	Where are the tough decisions and choices referred to in the Vision 2036 document since it was launched in 2016?
Vision 2036 Insights: Mr Neo D. Moroka	Should we be discussing Vision 2036 without the political leadership of Botswana in the room?
Thoughts on Botswana's Competitiveness: Video	Professor Michael Porter was here in 2012...my expectation is we should be at least sharing progress...are we saying the status of Botswana is still as was in 2012? My view is we needed to update the status in order to fully relate to the up to date status to avoid making decisions based on outdated data....implementation is what is needed!
Vision 2036 Insights: Mr Neo D. Moroka	Since Michael Porters presentations and subsequent cluster strategy on the four identified sectors... What has become of the cluster strategy - can we be shown tangible progress to date part from the usual "consultations and benchmarking"

7.9 Online Session Q&A

Vision 2036 Insights: Mr Neo D. Moroka	How do we plan to deal with the conflict between our huge income inequalities and our objective of a high middle income economy? Are we aware of these conflicts?
Vision 2036 Insights: Mr Neo D. Moroka	How do we plan to deal with the mentality of handouts amongst Batswana entrenched over many years against the objective of self-reliance (Ipelegeng) coined in 1965? This will help us to invest resources in this area in more productive sectors.
THE PATH TO HIGH-INCOME; LESSONS FROM ABROAD: Moderated by Dr T Matsheka	Batho ba modimo, we've heard all these great international experiences before. How do we plan to use these ones differently to propel Vision 2036?
THE PATH TO HIGH-INCOME; LESSONS FROM ABROAD: Moderated by Dr T Matsheka	Were any tough choices and decisions taken which upset the population? If yes, how did you deal with them?
Opening: Mr Tabake Kobedi	What's happening in the short and long term in government ministries and parastatals to support Vision 2036?
OFFICIAL OPENING CEREMONY	Has government at the National level and at individual ministries and parastatals identified high impact tough decisions and choices (high impact things to stop and start) to give impetus to the Vision? If not, when will this be done?
Conversation with the President: Ms Tshepidi Moremong	Are there any tough decisions and choices around the government development and recurrent budgets to give Vision 2036 impetus?
Conversation with the President: Ms Tshepidi Moremong	What are our FDI targets for Vision 2036 every five years to 2036?

7.10 Online Session Q&A

OFFICIAL OPENING CEREMONY	What exactly will the public sector reforms target to give impetus to Vision 2036?
Conversation with the President: Ms Tshepidi Moremong	How do we get our financial services sector, insurance and banks engaging with Government to steer the growth of the local economy, inwardly and outwardly with Government assuring the sustainability of these sectors in driving employment and balance of trade agenda etc.
Conversation with the President: Ms Tshepidi Moremong	In my opinion, I think that it will be critical and important for the HE to see that the "soft issues" are attended and addressed within the Public Sector. One of the key issues is to STOP making public officers to be "jack of trade" as this will not make our Government will not provide conducive business environment. And that will be the key focus of National Transformation Strategy to see our country prosper. P
Sustainable Partnership for delivery of Vision 2036: Hon. Ms Bogolo Kenewendo	Partnerships with SME is very critical, however do we have data on who they are and where they're located?
Sustainable Partnership for delivery of Vision 2036: Hon. Ms Bogolo Kenewendo	Youth positioning in the future of the country
Sustainable Partnership for delivery of Vision 2036: Hon. Ms Bogolo Kenewendo	Botswana's private sector is predominantly from SA. How do we stop them from sourcing their services - recruitment, IT support, transport, courier services, etc from SA instead of Botswana where they make their money?
Sustainable Partnership for delivery of Vision 2036: Hon. Ms Bogolo Kenewendo	As of June 2017, Botswana's GDP was made up of agriculture 2%, industry 29% and services 69%, how do we plan to change this make up to achieve Vision 2036?

7.11 Online Session Q&A

- Sustainable Partnership for delivery of Vision 2036: Hon. Ms Bogolo Kenewendo
- With lessons learnt from Switzerland, Estonia and other advises we received from other people and studies done about Botswana, to me Botswana is still faced with the following issues if we are to improve business environment: - work ethics - customer services especially within the Public sector - infusing our culture and society structure in business environment in relation to adaptation and adopting innovation and technology - lack of business collaboration, partnership and support among Batswana business people as we see from our countries such that we keep on going there for benchmarking I.e China, India, Rwanda, etc (supporting each other in running business...still have major issues of operating in silos) - promoting of "white collar" jobs versus blue collar, therefore making white collar more attractive. - lack of entrepreneurial skills and knowledge mainly among public officers to be able to see that National priorities and government policies and programmers are taken up by the private sector for implementation - lack and inconsistency of interpretation of Government policies and legislation - due to lack of understanding and clearly defined interpretation regulations and guidelines for Government officials as well as receivers (private sector and (civil society) - lack of acknowledgement and appreciation of Batswana' knowledge and expertise to drive change - lack of leveraging and adapting and adopting ICT within Government (e-services). Etc ==> all these impact the efficiency and effectiveness of Batswana ..and is translated in our lack of time in doing business, lack of being bold to make BIG changes, doing business as usual, creating a society which is not challenging....but acceptable society, non strategic individuals, even things which are not right, - unable to make time to internalize and conceptualize ideas and tools being benchmarked to align them to Botswana's Culture and society structure and business environment. - These are the issues I called "Soft Issues" and we need to address if we want to transform and ultimately achieve the high-income country status. -
- Sustainable Partnership for delivery of Vision 2036: Hon. Ms Bogolo Kenewendo
- How is the e-platform to improve ease of doing business when our ICT infrastructure (capacity, speed, resilience and capability) offering is dysfunctional and very expensive?

7.12 Online Session Q&A

Topic 5: Expanding Frontiers; A Botswana Success Story In Overcoming The Small Domestic Market: Mr. Guido Giachetti	Interesting story re RDC and its successes; what attracted the company to set up in Botswana initially (more so that the country had just attained Independence) ?
Topic 5: Expanding Frontiers; A Botswana Success Story In Overcoming The Small Domestic Market: Mr. Guido Giachetti	Additionally related to RDC - your experiences in the Nigeria market; we note most companies coming in from SA (example currently being MTN) constantly hit with regulatory fines etc - has that been the case with you ?
DEVELOPING TALENT FOR HIGH-INCOME: Moderated by Mr Kenneth Molosi	Is it possible to introduce vocational/academic education streams from as early as primary school to avoid spending money on pupils who end up failing academically?
PUTTING A STAKE IN THE GROUND: How do we move forward to High-income Botswana? What are we committing to get there?: Mr Balisi Bonyongo & Mr Kenneth Molosi	Is it conceivable that we can bold change the demography of civil servants at positions of director, DPS, PS, Boards and CEOs of parastatals towards people who will not.be.at the sunset of their lives in 2036?
Topic 5: Expanding Frontiers; A Botswana Success Story In Overcoming The Small Domestic Market: Mr. Guido Giachetti	We should appoint leadership on the basis of competency rather than ANYTHING else. We talk work ethic, productivity, culture etc but all this require an innovative competent accountable leadership
Topic 7: Building on International Competitiveness moderated by L Boyce Sebetela	Botswana are ready to work provided there is political leadership - without it there is a danger that our efforts will come to nothing
Speakers: Ms. Matlhogonolo Mponang & Ms. Naledi Madala	How will a knowledge-based economy benefit the unemployed semi-skilled and unskilled people?

Thoughts on Botswana's
Competitiveness: Video

This feedback was shared with Economic Committee of Cabinet on 12 Nov 2012. To my observation a lot was said but the main issue was that those who were responsible to help in internalizing and conceptualize all the issues raised, recommendations set and why? Then how will be the approach based on the current situation of Botswana in terms of business environment, private sector sophistication and human capital. How did those countries that have been successful based on what is recommended to us did to be achieve their success stories (process, timeframe and resources). - I am raising this as it's now 6 years and still Botswana government is still struggling with up-taking of the cluster development concept as a long term economic strategic model to improve productivity and competitiveness to enhance economy growth. - based on the above scenario is an example of making a lot assumption that everything has to be done by public officers and are well conversant with the concept and can conceptualize on the approach and provide the guidance. But the role of government was to facilitate the private sector to help in unpacking this concept and come up with achievable tools to effect the implementation and own the concept. - Prof Porter came up with this concept to help countries to involve the private sector in driving the economy than being done by Government (have private driven economy). This means that the private sector should be taking the LEAD in establishment of industrial/competitiveness clusters to get results expected. All I am raising is that let's sit and defined our approach in relation to what we have, we are good at, we should stop, what we should improve, what needs to be continued in the whole process of implementation and embracing and adopting the concept. "Rome was not built in one day" Can the Prof help sharing her thoughts in what are the specific things need to be addressed if Botswana wants to move to high income level based on what she heard over the 2 days and what learn about Botswana.. What roadmap can she recommend for Botswana as our challenge we want to have high results without acknowledging and accepting the gaps we have .

Topic 7: Building on
International
Competitiveness
moderated by L Boyce
Sebetela

Topic 8: Gearing Towards a Knowledge Based Economy moderated by Mr. Lucky Moahi

What new alliances and partnerships must we put in place to give Vision 2036 impetus?

Topic 8: Gearing Towards a Knowledge Based Economy moderated by Mr. Lucky Moahi

Is it possible that we kill creativity early in the development of children by undue harshness? We call them dihakgale and treat them harshly. How can we change this?

Speakers: Ms. Matlhogonolo Mponang & Ms. Naledi Madala

The more I listen to discussions, it starts to dawn on me that we are looking at steaming ahead with an idealistic environment of high-income status when the very fabric of what underpins typical such economies is being ignored.

Speakers: Ms. Matlhogonolo Mponang & Ms. Naledi Madala

As a follow up of Lesley Bradley's comments, this is what Prof Porter, lessons learnt from Swiss and Estonia presentations as well as Prof Catherine is the concept of cluster development where the Private sector taking a lead. The question is what role of private sector could help in packaging all these into an efficient and effective process to see positive results. We need private sector commitment like what Barclays did to define their take in helping Government to realize the objectives of policies and legislation to make the competitiveness.

Topic 9: Propelling a Vibrant Micro And Small Enterprises Sector moderated by Mr. Kenneth Molosi

How do we get emerging SMEs to become knowledge-based and driven by the UAE of ICTs?

Speaker: Prof. Patrick Malope

What is wrong with SMEs operating from residential areas if they have sufficient land or buildings?

Topic 9: Propelling a Vibrant Micro And Small Enterprises Sector moderated by Mr. Kenneth Molosi

CEDA was setup to facilitate access to capital but the requirements at CEDA are prohibitive for most Batswana. CEDA is also not moving with the times; for example they offered sub-prime lending when the bank rate was high but today they are above prime at 7.5%.

Topic 10: Innovation as a Catalyst for Economic Growth: Ms. Olebile Makhupe & Mr. Martin Stimela

Where are we digitally with high capacity, high speed, always on, multimedia and affordable ICT infrastructure?'
How
do we compare with nations we aspire to match or beat to achieve "prosperity for all" and " high middle income"?

Topic 10: Innovation as a Catalyst for Economic Growth: Ms. Olebile Makhupe & Mr. Martin Stimela

How do we make sure that the next NBC has a lot more young people in business than we have in 2018?

Topic 10: Innovation as a Catalyst for Economic Growth: Ms. Olebile Makhupe & Mr. Martin Stimela

Martin, JOB WELL DONE!! Definitely will contact for more ideas to develop realize them as we need to improve efficiency and effectiveness

Setting Up For Execution and Implementation Road Map: Mr. Oabona Kgengwenyane

High priority project: I still feel that we have not UNDERSTAND Prof Porter when he said that we have to embrace and
implement Cluster-based development Agenda. All the listed high priority projects can be address thru the cluster development concept and see their relations and input into the economic development. This one I am will to help to
package in the form of cluster based agenda to show the relationship and approach we have been asked to take by Prof Porter to ultimately develop Botswana National Reposition Strategy. The way things are presented still NOT promoting a holistic approach such that things are not done in a silo mentality

Topic 9: Propelling a Vibrant Micro And Small Enterprises Sector moderated by Mr. Kenneth Molosi

A suggestion - just like how government has initiated adopt a school program we should consider requesting corporates as their CSR to say adopt a SME business. We can suggest to get successful entrepreneurs as a director in
the SME so that the required capital to develop is obtained.

Setting Up For Execution and Implementation Road Map: Mr. Oabona Kgengwenyane

There has to be an alignment of private sector strategies to the National strategy. This could be done by a forum run by the National strategy office. Such forums could deliberately dissect the private sector by having a forum: 1. National Strategy Office vs Big Corporates 2. NSO vs Medium Enterprises 3. NSO vs Small Enterprises 4. NSO vs Micro Enterprises NB: We need to match in the same direction towards prosperity for all

Official Opening of the Conference: His Excellency Mr. Mokgweetsi E K Masisi

It's good that His Excellency the President Rre Masisi talked about access to Finance and Banking as one of the enablers to a High-income Economy of our Country..... my take is: We need to close the gap that currently exists between a company that has matured from a Developmental Funding and now needs Commercial Funding to grow. Betsho... access to funds from our commercial banks is very difficult due to the high collateral requirements by commercial banks. Our banking regulator (Bank of Botswana) needs to look and possibly regulate what commercial banks need from Batswana businesses. These banks are a disabler since they literally want to over-ally secure their loans e.g. more than 100%. It's unacceptable!!!

Official Opening of the Conference: His Excellency Mr. Mokgweetsi E K Masisi

Is it high time that we introduce Community Banks in non-banked villages.... places like Hukunsi etc cry out for banking facilities e.g. Macheng Villages Community Bank. The truth being said, we can no longer wait for bo-Fnbb etc to make their decisions to open banks in our villages. We are ready to open "our" community banks.... BSB, BBS etc are too slow for our liking!!!

7.13 Speak Outs

Speak Out allows attendees to share their experiences live, like twitter. However, only with event attendees in the application, creating a safe, private environment.

Message	Sender	Date
I'm hooked in a big way that we are proceeding with the session without a single member of Cabinet in the room. It creates uncertainty with respect to the leadership of Vision 2036.	L Boyce Sebetela	2018-09-10
Where is the voice and role of the National Strategy Office (NSO) in the Vision 2036?	L Boyce Sebetela	2018-09-10
We've listened to the Porters of this world for many years. All of them have told us exactly the same things and we have done very little to diversify our economy from diamonds/mining and reduce our very high-income inequalities. What are we going to do differently to achieve 2036?	L Boyce Sebetela	2018-09-10
What are our strengths as Batswana? What distinguishes us from the rest of the world? Should we not first identify our strengths and optimize on this to build towards the Vision and chart the path. We need to change our mind-set.	Ogaisitse Khama	2018-09-10
I think that the private sector is ready to execute what we lack is the political will to do so	Macleen Letshwiti	2018-09-10
Message	Sender	Date
There is too much corruption in government and for this to be stopped dcec	Macleen Letshwiti	2018-09-10

needs to report to parliament not government structures

Mr Bonyongo, I liked your keynote address at one of the BB Gala Dinners. You talked about controlling the narrative as a better strategy as compared to these long term strategies. I guess on the experience of Vision 2016 this would market the best strategy.

P Jansen

2018-09-10

From the BoB presentation yesterday, is it true that we have a stable and predictive inflation and exchange rate environment? Is there evidence to support this?

L Boyce Sebetela

2018-09-10

I was here in 2016 and most of Cabinet left around tea break on Day 1. I hope that's not the case today. To me, carrying on without them makes me question govt's commitment to the theme itself and their belief that those at NBC can actually execute fully.

R Ramalepa

2018-09-10

Obonye Malope

2018-09-10

Message

It's very interesting that Estonia conducts Elections and 90% of Government services Online whilst in BW our government website was last updated in November 2017 and Local Authorities websites are only accessible from the Government Data Network. Implementation is still a problem.

Sender

Date

P Jansen

2018-09-10

Disruptive is when Estonia moves from no formal banking to transacting 99.8% online whilst BB only managed to deal away with certified copies of ID, we can do better and remove copies altogether.

P Jansen

2018-09-10

Well done BB for the conversation with HE. This is big for Botswana and Vision 2036!

L Boyce Sebetela

2018-09-10

Great addition - Conversation with HE. Accountability Transparency Delivery	Ogaisitse Khama	2018-09-10
We have huge tracts of land, water bodies and cattle numbers larger than our population; what's stopping us from being a dominant player in the beef industry like Brazil or Argentina? With dams like Dikgathong, Shashe and Ntimbale, sustainable irrigation projects should have started decades ago diversifying our economy.	Bakani Mosojane	2018-09-10
Message	Sender	Date
What I found curious was the lack of Gender and Diversity across its' multi layered spectrum.	Matlhogonolo Mponang	2018-09-10
Very little of the funds we put in education reach the classroom. The results will remain the same until we eliminate the wastage in government spending. The quality of teaching reflects the salaries we pay the teachers and our spending on teaching aids. My son is reading the same Sankhambi story I read as a kid. Sobering statistics from Xavier Furtado. Gaping chasm between what we are doing and where we need to get to.	P Jansen	2018-09-10
What do we need to stop doing as a nation? We should stop tolerating a culture of mediocrity and average performance or service levels. Only through this can we push ourselves towards excellence and move to being a high income economy.	T Moremong	2018-09-10
Let's start rationalizing public service to do away with duplication of parastatals, L Rasebotsa hubs etc. We have too many public service entities for our population.	Miriam Vasco	2018-09-10
Message	Sender	Date
The General suggestions for SME support is training and funding. I posit it be	Kebapetse Ngakane	2018-09-10

sourcing/buying from SMEs. Deliberately. This achieves the first two, and then some. Buy local solutions. Trust local solutions. Achieve your mandate through local firms.

Strengthen and resource the Police Service to protect life and property and instil investor confidence Turn Ipelegeng into a tangible labour intensive programme implement construction works Grant retirees agri subsidies in agri equipment to ultimately achieve food sufficiency Make Land Boards political

Government MUST discourage creation of SMALLER SETTLEMENTS

Govt/Politicians must discourage ILLEGAL LAND OCCUPATION

Batswana tend to make a lot of assumptions. For an example, I take it is assumed that we all understand what it means by Middle Income and High-Income Countries. Could we DEFINED characteristics of the two to participants such that WE ALL HAVE A COMMON UNDERSTANDING that will provide guidance to discussions (3 buckets)

David Modisagape

2018-09-10

David Modisagape

2018-09-10

T B Morule

2018-09-11

Message	Sender	Date
<p>The theme of this conference is breakthrough to high-income status - the role of the private sector. I hope by the end of day we will all be clear on what the private sector has to do achieve this status. So far we are mostly taking of what Government needs to do....</p>	M Seitshiro	2018-09-11
<p>The professor showed us the clean capital of Kigali. Our city is getting filthier by the day. This needs to be reversed before pollution and disease take hold. Government needs to support the city councils in ridding us if this threat.</p>	Julian Hill	2018-09-11
<p>Where is the place of self-development in being a person who inspire and make people feel valued? I m asking because it is important to understand and start with self for one to be impactful. E M MATSHEDISO</p>	E. M Matshediso	2018-09-11
<p>We have strong socio-cultural values that can propel us to greater heights. These include cleanliness, bothaga (beat the sun), bofefo (speed), botswerere (excellence), bonata (productive) and Botho (courtesy). Let's renew these values as we realise Vision 2036.</p>	L Boyce Sebetela	2018-09-11

Message	Sender	Date
<p>Let's realize that Botswana is one step away from "knowledge based," though it's a giant step. Taking it means opening up government data to users, so that they have access to public habits and trends. Every other solution/knowledge and the mining of it will spring from here.</p>	Kebapetse Ngakane	2018-09-11

Generating knowledge stems from a habit of tallying each and every step people take. This is a habit that we can cultivate within our institutions; tallying of everything that's done. From this stems knowledge; from this stems the mining of it; from this stems solutions and economic activities we so yearn.	Kebapetse Ngakane	2018-09-11
Researches have been done in Botswana, are being done, and will continue to be done. Open up their data. This is the one step away. The development element of the research is realized when access is granted to all the data that's in them.	Kebapetse Ngakane	2018-09-11
Botswana is hosting the International Data Week in November. Be a part of. The world of data and knowledge based will congregate to here. It's an effort to getting Botswana on road towards knowledge based, and taking that crucial step to it.	Kebapetse Ngakane	2018-09-11

Message	Sender	Date
Let us stop being territorial, and let us work together in reforming needed legislation AT ONCE... Let us reform all needed legislation AT ONCE. Rre Olebile has given us the key. Government is one body, yet operates as many entities. All is doing on their own and not directing to one goal. And even, WHAT'S THAT GOAL?	Kebapetse Ngakane	2018-09-11
A nationwide basic education reform backed by retraining of teachers and stronger curriculum that leads to self learning and exploration.	S. R Ram	2018-09-11
We need to stop diluting content at basic education and allow innovative teaching methods so that we stop spoon feeding and instead nurture curiosity and self learning	S. R Ram	2018-09-11
Checkout Ithute go tshameka Learning needs to be stimulated	S. R Ram	2018-09-11

Commercial banks have a fiduciary responsibility to the shareholder in managing risk... however, they support start-up SMEs through some funding as well as other initiatives such as mentorship... Govt should supporting SME by securing a market for SME, as well as guarantees... (partial or fully guarantees)	Lolo Molosi	2018-09-11
Message	Sender	Date
Martin Stimela is telling us that we must not treat Startups as 'Up starts'!! Let us learn to support our Millennials	S. R Ram	2018-09-11
Companies like Brastorne should be utilized by industry. Local procurement starts with us procuring services of our young people. Let's buy local and support our people. If you have an issue with the quality, work with them and let's find ways to improve our products.	B Moremong	2018-09-11
Large corporates need to find ways to create space for Millennials - our HR approaches need to evolve as we are frustrating young talent by trying straight- jacket them	S. R Ram	2018-09-11
On public projects: Establish technical "Project Task Teams" at OP, NSO made up of technical (not managerial) members from each ministry. Monitors and evaluates public projects as per ministry by the month.	Kebapetse Ngakane	2018-09-11
Why do we (Batswana) start by making an apology when we want to tell that something is not done right. What has happened to our old adage that "mmualebe o bua lagagwe gore mona lentle ale ntshe?"	David Modisagape	2018-09-11

Message	Sender	Date
<p>We continue to put focus on what government should be doing whereas the topic is the role of the private sector</p>	Onnayang Marumo	2018-09-11
<p>Again, the theme needs to be addressed as we craft resolutions. We are still talking primarily about Government reform. Let us all take ownership and accountability for changing the status quo.....Let the private sector lead, that is where growth will come from</p>	M Seitshiro	2018-09-11

7.14 Active Attendees

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