

## Annex 3: COVID-19 Recovery Plan for the Private Sector - Results Framework

<b>VISION 2036 PILLAR</b>		<b>SUSTAINABLE ECONOMIC DEVELOPMENT</b>	
<b>NDP THEMATIC AREA</b>		<b>DEVELOPING DIVERSIFIED SOURCES OF ECONOMIC GROWTH</b>	
<b>SUSTAINABLE DEVELOPMENT GOAL (SDG): SDG 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		<b>Target 8.1:</b> Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum	
<b>STRATEGIC GOAL 1: Saving firms and minimising the impacts of COVID-19 on the economy to lay the foundation for a speedy recovery</b>			
<b>STRATEGIC OBJECTIVE/OUTCOME</b>	<b>INDICATOR</b>	<b>STRATEGIC INITIATIVE</b>	<b>PARTNER ROLES</b>
<b>SO 1.1: Firms are stabilised to protect the economy's productive capacity and save jobs</b>	<p><b>Indicator 1.1.1.1.</b> Number of firms that survive beyond April 2021</p> <p><b>Indicator 1.1.1.2.</b> Real GDP growth rate (Overall and sectoral)</p> <p><b>Indicator 1.1.1.3.</b> No. of job retained by (overall and by sector)</p> <p><b>Indicator 1.1.1.4.</b> Number of Jobs Created</p>	<p><b>SI 1.1.1: Securing the survival of businesses, accelerating recovery and protecting jobs and livelihoods:</b> Short term initiative to accelerate recovery for firms by addressing short-term liquidity constraint and providing high impact services. The initiative has four components: (a) Improving the accessibility and impact of CEDA's Letlhabile initiative for the informal and micro enterprise sectors by making eligibility criteria more suitable<sup>1</sup> and providing business support and monitoring services; b) strengthening the performance of the CEDA COVID-19 Relief Fund through recapitalisation to meet demand, revision of eligibility criteria to remove penalisation of COVID-19 induced payment defaults, a six-month loan repayment holiday without capitalisation of interest on arrears, providing quality business support and monitoring services; c) Commercial Bank Relief for firms through non-capitalisation of interest on COVID-19 induced arrears and renegotiation of loan payment terms; d) extension of the wage subsidy to September 2020 for the Tourism Sector and; e) a rental support scheme providing for a three-month rental subsidy to help property owners and firms to maintain liquidity; f) capacity building for SMEs in areas such as record keeping, management, marketing, technological upgrading and digitisation; g) establishment of a committee with government and business representatives that aims to address the health and safety risks for businesses as they open up as well as in the event there is a surge in cases.</p>	<p><u>Private Sector</u> Business Botswana (Advocacy, capacity building &amp; monitoring); CEDA: (Review of eligibility criteria, capacity building &amp; monitoring); Commercial Banks (Review of Eligibility Criteria)</p> <p><u>Government</u> MFED (Funding, monitoring and evaluation and reporting)</p> <p><u>Development partners</u> Advocacy, technical support</p>

<sup>1</sup>Respondents are especially concerned that demanding records from the informal sector will limit accessibility

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<b>SUSTAINABLE DEVELOPMENT GOAL (SDG): SDG 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		<b>Target 8.1:</b> Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum	
<b>STRATEGIC GOAL 2: A globally competitive high-performance private sector to build a competitive high growth, inclusive, sustainable and resilient economy</b>			
<b>STRATEGIC OBJECTIVE/OUTCOME</b>	<b>INDICATOR</b>	<b>STRATEGIC INITIATIVE</b>	<b>PARTNER ROLES</b>
<b>SO 2.1: An enabling environment for the development of high-performance firms across sectors is built</b>	<b>Indicator 2.1.1.1.</b> %Change in total factor productivity  <b>Indicator 2.1.1.2.</b> Proportion of firms reporting improvement in productivity  <b>Indicator 2.1.1.3.</b> % of female-owned enterprises in male dominated sectors	<b>SI 2.1.1. Skills development for a high-performance private sector</b>  <b>Brief Description:</b> Private sector initiative to develop industry relevant skills and reduce the incidence of skills mismatch through: a) industry/sector specific programmes for the continuous development of artisan, professional, management and leadership skills through both direct and online tuition; b) close engagement with ETPs <sup>2</sup> to drive their curricula towards market-relevant skills and attributes, now and in the future, e.g., data analytics, critical thinking, problem solving skills, initiative, communication skills; c) robust attachment, coaching and mentorship programmes; and d) training and mentorship programmes for women with sectoral associations in male dominated sectors using training levy fund. Business Botswana sectors should partner with the Human Resource Development Council (HRDC) in programme development to ensure both alignment with the National Human Resource Development Plan and access to HRDC in-house and funded technical support. They should also explore possibilities for having some of their programmes custom-made and mounted by existing ETPs. The financial services sector has taken the lead with Botswana Institute of Banking and Finance.	<u>Private Sector:</u> Business Botswana (Programme development & execution through sectors); Firms (Funding through development and tuition fees)  <u>Government</u> BQA (Programme review, accreditation and standards) (BQA); HRDC (Funding and technical Support)  <u>Development Partners</u> ILO, UNDP (Technical Assistance)
	<b>Indicator 2.1.2.1.</b> An effective association with more than 50% of industry players as members  <b>Indicator 2.1.2.2.</b> Number of local service providers who break into	<b>SI 2.1.2. Expanding and upgrading the quality of business development and support services</b>  <b>Brief Description:</b> Private sector-led initiative to organise and strengthen the delivery capacities of providers of business development and support services. Key interventions include: a) development of an industry association to facilitate the development and regulation of the business development and support services industry; b) development of industry standards and codes of conduct and; c) facilitation of business to business relationships between large firms in the industry (domestic and foreign) and smaller players to build capacity and; d) facilitation of market access. The association is a critical instrument for ensuring	<u>Private Sector</u> Business Botswana (Facilitation market access, training and monitoring); Large Firms (Supplier Development)  <u>Government</u> Training (LEA, HRDC); Quality Assurance (BQA)  <u>Development Partners</u> Technical Support

<sup>2</sup> ETPs refers to schools, colleges, universities and other providers of education and training services

the large firms' markets	self-regulation by the industry, facilitating access to up to date information on the state of knowledge in the industry and creating a knowledge exchange platform for members and other stakeholders, including client institutions.	
<p><b>Indicator 2.1.3.1.</b> % increase in freight traffic (tonnage) by commodity and destination</p> <p><b>Indicator 2.1.3.2.</b> % increase in traffic on each road traffic along the A1</p> <p><b>Indicator 2.1.3.3.</b> Internet commerce as a proportion of total commerce</p>	<p><b>SI 2.1.3. Strategic Infrastructure Development Programme:</b> An ambitious infrastructure initiative to build a solid backbone for the economy, raise economic efficiency, connect markets, and give impetus to strategic sectors such as freight transport and logistics, mining, manufacturing and tourism and take advantage of Botswana's position in the SADC region to harness the benefits of growing regional demand for freight transport and logistics. The core components of the intervention are: a) Rail connections to RSA in the south, and to Zimbabwe and Zambia in the North to facilitate safe and efficient transportation of bulk goods, including coal; b) dualling of the AI and possibly the Francistown-Nata; Nata-Kazungula and Nata-Kasane roads to facilitate efficient movement of freight and people; c) ICT infrastructure to improve broadband and undergird digital transformation in both the public service and the private sector, and to support e-business, innovation and the development of the ICT sector as an industry; d) accelerated incentive-based development of small to medium scale solar power generation plants to deliver electricity to remote areas and farms; e) establishing an Infrastructure Advisory Board to oversee infrastructure planning and delivery, and; f) fiscal measures to fund the programme, more specifically mix of earmarked taxes. It is recommended that: i) VAT be raised to 15%, with the incremental three (3) percentage points earmarked for infrastructure development; ii) the fuel levy be raised by an infrastructure development margin, iii) Botswana considers the introduction of a carbon tax, as well as taxation of online sales and digital services, and; v) deployment of PPP financing and delivery modality to relieve the fiscus.</p>	<p><u>Private Sector</u> Business Botswana (Advocacy), Firms (Strategic partnerships for PPP projects)</p> <p><u>Government:</u> Resource Mobilisation (fiscal reforms, project identification, appraisal; PPP regulatory framework</p> <p><u>Development Partners</u> Technical Support</p>

<p><b>Indicator 2.1.4.1.</b> Growth rate of youth enterprises by number, gender, sector, revenue and employment</p> <p><b>Indicator 2.1.4.2.</b> Number of youth start-up businesses that survive the first 12 months</p>	<p><b>2.1.4. Strengthening the entrepreneurial ecosystem for youth entrepreneurship development, start-ups and growth:</b> An initiative to make it easier for young people, especially innovators, to start and grow their businesses. The initiative addresses a range of constraints on business opportunities for young entrepreneurs; a) strengthening core entrepreneurial competencies through mentorship, business angel and other support schemes for youth entrepreneurs, especially in the technology field; b) building strong private sector partnerships for identifying and nurturing entrepreneurial talent, including collaboration with accelerator/incubator initiatives such as the Botswana Innovation Hub and competitions such as the CEDA/DBSA University Challenge; c) Reforming the Youth Development Fund, and in particular, strengthening capacity for project appraisal and monitoring, raising the funding ceiling to at least P500,000 and introducing a loan guarantee component for outstanding projects above the regular ceiling; d) Creating innovative mechanisms for entrepreneurs, young entrepreneurs in particular, to access equity and debt finance for their businesses; e) Providing strong platforms for young innovators, including the creative use of public procurement, and incentives for impact incubators, especially in the technology sector, to breakthrough into markets.</p>	<p><i>Private Sector</i> Business Botswana (Advocacy, coordination, facilitation, monitoring); Firms (skills development, technological upgrading, CSI for impact incubation).</p> <p><i>Government</i> MYSC, MITI, MTC (policy reviews, programmes &amp; projects)</p> <p><i>Development Partners</i> UNDP/UN (Technical Support)</p>
<p><b>Indicator 2.1.5.1.</b> Biennial Report (Botswana Enterprise Monitor)</p>	<p><b>SI 2.1.5. Strengthening Business Botswana’s capacity for market intelligence and advocacy:</b> An initiative to build Business Botswana’s capacity for evidence-based advocacy for private sector development and monitoring and evaluation of the business environment and the performance of private sector. Key interventions are: a) Strengthening the data capabilities within BB for monitoring the performance of the private sector and the business environment including identifying and tracking appropriate indicators; b) a flagship diagnostic biennial publication in the mould of the Enterprise Monitor that provides robust analysis of the health of business (performance, challenges and opportunities) and the business environment, is the main discussion document at the Biennial Business Conference and the HLCC, and serves as a critical reference for investors in and outside the country</p>	<p><i>Private Sector</i> Business Botswana, Firms (Strategic partnerships for PPP projects)</p> <p><i>Development Partners</i> UNDP: Technical Support</p>

<b>SO 2.2 Significant Progress is Made Across Sectors in Strengthening Local Value Chains and Moving up Global Value Chains</b>	<b>Indicator 2.2.1.1.</b> Growth rate of manufacturing  <b>Indicator 2.2.1.2:</b> Manufacturing share of GDP (overall and by sector)  <b>Indicator 2.2.1.3.</b> growth rate in the exports of manufactured goods	<b>SI 2.2.1. Development and Diversification of Local Supply Chains:</b> Private-sector led initiative to develop and modernise local capacity to supply inputs and final products through the cultivation of sustainable backward and forward (business to business) linkages between firms in the same value chain in order to domesticate, through increased competitiveness, the production of raw materials, components and services. The initiative comprises: a) The integration of strong supplier development interventions, with targets, into the Supply-Chain Management (SCM) strategies of firms, especially large ones; b) private sector led innovative mechanisms for improving MSME suppliers’ access to finance, including equity, loans, credit guarantees, factoring, buying guarantees and payment advances where merited by quality and past performance; c) strengthen quality management and skills transfer; d) technological and competitiveness upgrading; d) developing and/or expanding partnerships; e) development of clusters and special economic zones; f) identification of female-owned high-growth enterprises (for example through business plan competitions) for targeted entrepreneurship support.  The initiative is especially critical for agricultural, manufacturing and service industry SMEs. The sectors with the greatest potential for developing suppliers and/or moving up the value chain are retail (food, manufactures and services), construction (building materials, equipment and services) mining (materials, components, spares and services, and tourism (food, art, and cultural commodities).	<u>Private Sector</u> Business Botswana (Facilitation, advocacy and monitoring), Private Firms (integration of supplier development into SCM strategies)  <u>Government</u> Enabling regulation and incentives, e.g. tax concessions, EDD and YDF, advocacy and moral suasion, financing through DFIs, capacity development through, LEA, BIH, and Incubators, Product Certification (BOBS), collateral registry.  <u>Development Partners</u> UNDP (Expanded Supplier Development Programme), UNDP/UN (Technical Support); EU
	<b>Indicator 2.2.2.1.</b> Growth Rate of agricultural GDP by sector  <b>Indicator 2.2.2.2.</b> Share of domestic demand met through domestic producers.  <b>Indicator 2.2.2.3.</b> Growth rate of agricultural exports by subsector	<b>SI 2.2.2 Identifying and Developing Agricultural Value Chains, and Commercialising Agriculture:</b> Agriculture sector-led initiative to raise the efficiency, competitiveness and output of agriculture and diversify local economies, create jobs and expand the export base. Within a comprehensive programme that includes diagnostic reviews, the key interventions under this initiative are: a) value chain identification, analysis and development, with particular focus on horticulture, small stock (goats, sheep, pigs and poultry), dairy and beef production; b) accelerated improvement of the quality of animal and animal husbandry techniques in each livestock category through intensive extension service and introduction of efficient husbandry systems and new technologies, including high performance genetic materials; c) systematic resolution of bottlenecks such as inadequate marketing infrastructure (output aggregation centres/facilities, processing plants (including NAPRO), artisan abattoirs for small stock and poultry, weak logistics, and poor access roads) and the BMC export monopoly; d) improved and secure marketing arrangements, including aggregation infrastructure and contract farming (out-grower schemes) to reduce the risk of post-harvest/production losses; e) price guarantees/floors to improve farm gate prices to incentivise primary production; and especially for beef; f) upskilling of agricultural labour across subsectors and relaxation of immigration controls on migrant workers (benchmark against RSA to simplify	<u>Private Sector</u> Business Botswana (advocacy and mobilisation, engagement with stakeholders such as local authorities, and market development, convening, and M&E); Financial Sector (Risk management products; Retailers (Integration of supplier development services into SCM, including contract farming, quality management, and timely payment; Firms (Marketing logistics; marketing infrastructure, e.g., abattoirs, fodder production)  <u>Government</u> MOAFS (Infrastructure Development; Genetic material; Extension support; DFIs (Funding); LEA, BITC (Entrepreneurship development and marketing)  <u>Development Partners</u>

	<p>process and reduce permit prices to a level comparable to RSA's) to improve the supply and quality of artisan skills to the agricultural sector (on average, migrant workers offer a wider and superior artisan farm skills and experience ); g) insurance schemes to address the risk of natural disasters such as floods, frost and drought; h) provision of quality extension support services and facilitation of access to basic services such as water and electricity to reduce production costs; i) conversion of the current cumbersome horticultural grant (requires farmers to prepare business plans and disadvantages small farmers) into an input price subsidy accessed at the counter to improve both efficiency and accessibility); j) cultivation of new markets, including export markets, and production of inputs such as fertilizer, animal feed and superior genetic material; k) expanding the size and quality of the national dairy and beef herds, and; l) facilitating growth and development in the smallholder sub-sector through extension and marketing services and improving access to financial services.</p>	<p>Technical Support</p>
<p><b>Indicator 2.2.3.1.</b> Proportion of existing tourism enterprises that survive 20 April 2021</p> <p><b>Indicator 2.2.3.2.</b> Growth rate of tourism GDP</p>	<p><b>SI 2.2.3. Tourism Development Initiative:</b> Private sector and government partnership to save tourism businesses in the wake of the devastation of COVID-19 and reimagine travel and tourism to build a more diversified, more dynamic and more resilient industry. The core elements of the initiative are:</p> <p>a) <i>Emergency Programme</i> to address the short-term survival needs of travel tourism enterprises in order to minimise the risk of deep permanent damage to the sector. Elements of the programme could include continuation of the wage subsidy, concessional credit for operational capital for reopening tourism SMEs, and a reopening of business travel, and adjustment of regulated prices to reflect the cost of social distancing; b) <i>Improved governance of Botswana's tourism</i>, the key priorities being: i) a <b>Tourism Strategy</b> and <b>Master Plan</b> and development of statistical capacity; ii) restructuring the Botswana Tourism Organisation to create a more effective and stakeholder driven institution (at least half of board members appointed by the private sector stakeholders), enhancement of technical capacity, expansion of mandate to include the development of tourism, effective community engagement and equitable benefit-sharing; c) <i>Preservation of tourism assets - natural capital (fauna, flora and scenic resources) and cultural resources</i>, the critical elements being effective protection of wildlife; d) <i>Modernisation and development of the sector</i>, the key priorities being product and destination diversification, in-country value retention, technological upgrading and skills upgrading, strategic infrastructure development, e.g., airstrips, roads and electricity (green energy), a Parks Board to professionalise the management of National Parks and Game Reserves and unlock untapped potential, development of community tourism, and; e) <i>Improved Disaster Preparedness</i>: The industry should develop a disaster response strategy, including exploring a tourism disaster-relief fund and other innovative products for managing and mitigating risks. A percentage of the tourism levy, perhaps with a modest increase, could be used to build the tourism disaster relief fund.</p>	<p><u>Private Sector</u> HATAB (Advocacy, coordination and facilitation); Firms (skills &amp; technological upgrading, Risk Management Products))</p> <p><u>Government</u> MFED (Financing and programme/project appraisal); MENCT (strategic planning, policy and governance reforms)</p> <p><u>Development Partners</u> Technical Support</p>

	<p><b>Indicator 2.2.4.1.</b> Growth rate of ICT GDP</p> <p><b>Indicator 2.2.4.2.</b> Growth rate of employment in the ICT industry</p>	<p><b>SI 2.2.4. Accelerating the Development of the ICT industry and the digitisation of the economy:</b> An initiative to accelerate the development of the ICT industry in Botswana and maximise its transformative power to bring more players, especially SMEs, into the economy; accelerate economic efficiency, growth; digitise and modernise the economy; create high value jobs and advance the cause of citizen economic empowerment. The key interventions under this initiative are: a) expeditious implementation of the Digital Transformation Strategy, especially in key sectors such as education, the public service, financial services, agriculture, tourism, and mining; b) the creation of a viable ecosystem for content development (e-services), with priority given to e-learning, e-commerce, e-government, and entertainment; c) infrastructure development to improve the accessibility of high speed connectivity; d) impact incubation, with to support technology SMEs and young innovators (an appropriate incentive regime must be developed to attract CSI into Impact Incubation); e) development of the BIH campus into a first rate technology park/zone, and: f) public procurement reforms to progressively domesticate the supply of ICT services to public institutions and facilitate meaningful joint venture partnerships (by value, content of work and skills and technology transfer) between citizen and foreign companies. It is suggested that foreign companies be eligible for public ICT tenders only if they meet a 30% minimum threshold for citizen participation in terms of contract value, with clear correlation between the citizen share of the contract and the content of their work. All contracts involving citizens and foreign companies must be governed by the laws of Botswana.</p>	<p><u>Private Sector</u> Business Botswana (Advocacy, coordination, facilitation); Firms (skills development, technological upgrading, CSI for impact incubation).</p> <p><u>Government</u> MFED (Financing and programme/project appraisal); MENCT (strategic planning, policy and governance reforms)</p> <p><u>Development Partners</u> Technical Support</p>
	<p><b>Indicator 2.2.5.1.</b> Growth rate of the Creatives, Arts and Media GDP</p> <p><b>Indicator 2.2.5.2.</b> Growth rate of employment in the Creatives, Arts and Media sector</p>	<p><b>SI 2.2.5. Developing the Sports and the Creative Industries for Economic Diversification and Job Creation:</b> Initiative to unlock the potential of sports creativity and the arts, one of world's most dynamic sectors, to create new business ventures, create jobs, strengthen communities, and build resilient local economies and a resilient national economy. Key interventions: a) resumption of all commissioned projects in the Creative, Arts and Media sector that were suspended on account of COVID-19; b) Inclusion of the Creatives, Arts and Media (CAM) as a cluster in the cluster development initiative; c) promotion of impact investment in the creative industries through incentives and advocacy; d) development of creative infrastructure and physical spaces for the creatives (including full utilisation of the government's mass media complex provision of appropriate facilities in villages and towns), arts and media; e) regulatory reforms to promote growth in the sports, creatives, arts and media, including more favourable conditions for community broadcasting, private television and radio stations, and an increase in local content quotas for broadcast television and radio; g) strong mechanisms for early talent identification and development, including the use of teachers, trained youths and retired sports persons, and h) organisation of arts initiatives.</p>	<p><u>Private Sector</u> Business Botswana (Advocacy, coordination, facilitation, monitoring); Firms (skills development, technological upgrading, CSI for impact incubation).</p> <p><u>Government</u> MYSC, MTC (policy reviews, programmes &amp; projects)</p> <p><u>Development Partners</u> Technical Support</p>

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Strategic Goal 3: Using Infrastructure and Construction to Achieve Transformation and Citizen Economic Empowerment Goals			
STRATEGIC OBJECTIVE/OUTCOME	INDICATOR	STRATEGIC INITIATIVE	ROLE
SO 3.1: The construction and engineering industry is transformed in terms of size, products and services, and citizen participation	<b>Indicator 3.1.1.1.</b> Number of contractors engaged in building community assets using LRBM  <b>Indicator 3.1.1.2.</b> Number of Jobs Created	<b>SI 3.1.1: An Expanded and Improved Public Works Programme implemented through the private sector:</b> COVID-19 essential infrastructure upgrade and transformation of Ipelegeng into a productive public works programme that builds infrastructure such as internal roads, culverts, storm water drainage systems, staff housing, and artisan dams, and develops artisan skills. Regarding the transformation of Ipelegeng the key interventions are: a) expansion of village infrastructure (internal roads, culverts, storm water drainage, and street lighting) using Local-Resource Based Methods and technologies (LRBM) to the extent possible to stimulate local economies; b) smart use of SMEs to deliver artisan-level public works projects; c) shift from time-based to output-based remuneration for Ipelegeng; d) integration of skills development into public works projects, and; e) capacity building support (for both Government and the Private Sector) on LRBM.	<u>Private Sector</u> Business Botswana (Advocacy & M&E); Firms (Implementation)  <u>Government</u> MLGRD, MFED, MIHD, MWSS (Review of Ipelegeng, Funding)  <u>Development Partners</u> UNDP/ILO (Capacity Building, Technical Support)
	<b>Indicator 3.1.2.1.</b> Growth rate of Construction GDP  <b>Indicator 3.1.2.2.</b> Number of citizen firms that undertake mega projects in the country and in the region	<b>SI 3.1.2: Maximising growth and transformation in the construction and engineering industry:</b> An initiative to unlock the growth and transformative potential of the construction sector and advance the cause of citizen economic empowerment. The initiative proposes holistic development of the construction value chain. The priority interventions are: a) development of a growth and development strategy for the construction industry; b) development of competitive human capital for the industry at the artisan, professional and managerial levels through better alignment between training and skills development and the needs of the sector, and strong apprenticeship, mentorship and skills transfer programmes; c) review of public procurement regulations to ensure that foreign firms participate in public sector projects only through meaningful joint venture partnerships with citizen firms (at least 30% citizen participation, with commensurate responsibility and skills and technology transfer); d) unbundling large projects to broaden scope for participation by citizen firms; e) vesting control of aggregates used in construction, e.g., sand and gravel, in communities; f) improving the governance of the construction sector	<u>Private Sector</u> Business Botswana (Advocacy, monitoring, facilitation, sector strategy, standards and quality assurance) Firms (training and mentorship programmes)  <u>Government</u> MIHD (policy and strategy reforms, capacity building) (  <u>Development Partners</u> Technical support)

	through the establishment of an advisory board and robust mechanisms for self-regulation and quality assurance.	
<p><b>Indicator 3.1.3.1.</b> Growth Rate of Private Sector Investment in the Hub</p> <p><b>Indicator: 3.1.3.2.</b> Growth rate of rail, freight and aviation traffic to and through the hub</p>	<p><b>SI 3.1.3: Developing a Regional Transport, Logistics and Commerce Hub:</b> Initiative to take advantage of Botswana’s position in SADC to build a Regional Transport, Logistics and Commerce Hub in the Francistown Special Economic Zone (SEZ) to provide efficient rail, freight and road transport between Botswana and South Africa in the South and Zimbabwe, Malawi, Mozambique and the DRC to the North. The hub will create an alternative air transit point for Direct flights from Europe, Asia and North America for passengers bound to the SADC countries north of Botswana and vice-versa. Initiative could potentially transform Botswana tourism (shift from an add-on to primary destination and significant increase volume and spending per capita). It will transform Francistown into a major commercial centre. Will also create construction and investment booms. The initiative requires heavy investment in rail and road infrastructure, airport expansion, connectivity, factory shells, marketing, accommodation and services.</p>	<p><i>Private Sector</i> Business Botswana (Advocacy, monitoring); Firms (venture capital, lending; joint ventures, PPP deals)</p> <p><i>Government</i> MFED, MITI, MIHD (funding, planning, infrastructure marketing), BTC (Investment promotion); BDC, CEDA, NDB (Funding)</p> <p><i>Development Partners</i> Technical Support</p>

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<b>Strategic Goal 4: Efficiency Enhancing Public Sector Reforms to help fast-trek Recovery</b>			
<b>STRATEGIC OBJECTIVE/OUTCOME</b>	<b>INDICATOR</b>	<b>STRATEGIC INITIATIVE</b>	<b>ROLE</b>
<b>SO 4.1: Efficiency Enhancing Reforms are made at the legislative, policy/strategy and Public Enterprise levels</b>	<p><b>Indicator 4.1.1.1.</b> Conflict of Interest, Insider Trading legislation is enacted and in operation</p> <p><b>Indicator 4.1.1.2.</b> UIF is operational and benefiting workers</p> <p><b>Indicator 4.1.1.3.</b> Social assistance beneficiaries benefit from cash transfers</p>	<p><b>SI 4.1.1: Regulatory Reforms:</b> An initiative to review laws and policies in order to enhance government efficiency and improve the business environment: The key interventions include: a) Introduction of best practice laws on conflict of interest, insider trading and disclosure of interests for civil servants and the executive; b) rescission of the government’s decision to allow public servants to run businesses whilst employed by government and further to do business with the government; c) development of a competitive market-based remuneration system for the public service and discontinuation of salary enhancers such as the Scarce Skills Allowance; d) investigation of the desirability of legislation to facilitate the diversification of agriculture into high value cash crops such as those in the cannabis family; e) establishment of a Comprehensive Unemployment Insurance Fund (UIF) for both the formal and informal sectors; f) introducing cash transfers in lieu of some social protection programmes that provide in-kind support, such as the Vulnerable Groups Feeding Programme (VGFP) to increase consumer purchasing power and consider opening the school feeding programme to private sector participation; g) consider other social insurance options, such as sickness, maternity and invalidity benefits; and h) consider the inclusion of teleworking standards in the revision of labour laws.</p>	<p><u>Private Sector</u> Business Botswana (Advocacy and Monitoring)</p> <p><u>Government</u> MELSD (Labour Market Reforms); DPSM (Review of the Public Sector Remuneration System)</p> <p><u>Development Partners</u> ILO (Technical Advice)</p>
	<p><b>Indicator 4.1.2.1.</b> Proportion of SOEs reviewed and restructured</p>	<p><b>SI 4.1.2: Rationalisation of Public Enterprises:</b> A reform initiative to improve the efficiency and effectiveness of Public Enterprises (PEs). It is inspired by the manifest need to improve the performance of Botswana’s 60-plus PEs and the Minister of Finance’s budget 2020 commitment to revisit their mandates and founding statutes in order to “...address the governance and performance of some of them, and ... align them to the transformation agenda” (p8). To these ends the following are prioritised: a) Reviews of the mandates and business cases of all PEs with a view to eliminating redundancies and mandate overlaps through a combination of consolidation and divestment (e.g., BDC, CEDA, BITC, SPEDU and LEA have significant mandate overlaps); b) institutionalisation of corporate governance best practice standards and practices e.g., separation of board and shareholder roles, merit-based appointments of boards, board appointments of senior management, and prohibition of</p>	<p><u>Private Sector</u> Business Botswana (Advocacy and monitoring)</p> <p><u>Government</u> MFED (SOE Reforms)</p> <p><u>Development Partners</u> Technical Advice</p>

	reciprocal board memberships, and competitive board remuneration; c) adoption of corporate standards for performance management).	
<b>Indicator 4.1.3.1.</b> All local authorities have developed LED plans and are implementing them	<b>SI: 4.1.3. Accelerating Local Economic Development (LED):</b> An initiative to strengthen districts and communities to become viable agents of their own development and effective partners in the pursuit of priority national development goals. Key priorities include: a) policy reforms to give local authorities (District, Town and City Councils) meaningful authority and capacity to manage development within their jurisdictions and create conditions for investment, economic growth and employment creation (key in this regard is a decentralisation policy and revision of the Local Government Act; b) building the data capabilities of sub-national jurisdictions to inform planning, management and accountability; c) development of regulatory instruments to accord local authorities and communities control over some basic resources (e.g., sand and gravel) as well as access to a share of proceeds from natural resources based in their jurisdictions; d); supporting “ready jurisdictions” to prepare robust Local Economy Assessments and transformational Local Economic Development strategies.	<u>Private Sector</u> Business Botswana (Advocacy, Engagement with Local Authorities, monitoring) <u>Government</u> MFED, MLGRD (Policy and legislative reforms; BDC, CEDA, BITC, SPEDU (support local economy assessments and LED strategic planning) <u>Development Partners</u> UNDP (Technical Support)
<b>Indicator 4.1.4.1.</b> OSH Policy and Sectoral Standards	<b>SI 4.1.4: Development and implementation of a comprehensive national Occupational Safety and Health (OSH) Policy:</b> An initiative to integrate OSH into the workplace environment in both the public and private sectors. The key interventions are: a) sensitisation and mobilisation of stakeholders on OSH to build consensus and buy-in; b) preparation of a comprehensive OSH policy and harmonisation with labour laws; c) capacity building for effective firm level compliance with the OSH policy and; d) development and implementation of competent sector and firm level OSH policies and standards.	<u>Private Sector</u> Business Botswana (Mobilisation and advocacy); Firms (OSH policies) <u>Government</u> MELSD (OSH Policy) <u>Development Partners</u> UNDP/UN (Technical Support)
<b>Indicator 4.1.5.1.</b> Policy and strategy for greening the economy <b>Indicator 4.1.5.2.</b> Share of BB members using CSR for green business development	<b>SI 4.1.5: Developing the regulatory framework and programme for greening the economy:</b> An initiative to help Botswana and the business to transition to low carbon energy and environmentally sound business practices. Key initiatives: a) Development of a policy framework and action plan for transition to a green economy; b) Development of incentives for firms and households to adopt green energy and business practices, including subsidies for solar energy; c) Development of incentives for green business, e.g., recycling and solar energy generation and products	<u>Private Sector</u> Business Botswana (Advocacy) <u>Government</u> MMGE, MENCT, MFED (Policy and Incentives) <u>Development Partners</u> UNDP/UN (Technical Support)

<b>VISION 2036 PILLAR</b>		<b>SUSTAINABLE ECONOMIC DEVELOPMENT</b>	
<b>NDP THEMATIC AREA</b>		<b>HUMAN CAPITAL DEVELOPMENT</b>	
<b>SUSTAINABLE DEVELOPMENT GOAL (SDG):</b> <b>Goal 3:</b> Ensure healthy lives and promote well-being for all at all ages <b>Goal 4:</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		<b>Target 4.1:</b> By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcome	
<b>STRATEGIC GOAL 5: GLOBALLY COMPETITIVE HUMAN CAPITAL FOR A COMPETITIVE ECONOMY</b>			
<b>STRATEGIC OBJECTIVE/OUTCOME</b>	<b>INDICATOR</b>	<b>STRATEGIC INITIATIVE</b>	<b>PARTNER ROLES</b>
<b>SO 5.1:</b> Botswana's education and health systems develop and preserve globally competitive human capital	<b>Indicator 5.1.1.1.</b> Primary and secondary school pass rates <b>Indicator 5.1.1.2.</b> Enrolment rates in the STEM by gender <b>Indicator 5.1.1.3.</b> TIMMS <sup>3</sup> and SACMEQ <sup>4</sup> scores and rankings	<b>SI 5.1.1 Transforming the country's education system for global competitive human capital:</b> A collaborative initiative between the government and the private sector to build universally good and universally accessible education to produce globally competitive human capital. Human capital is the platform from which a nation's development aspirations are pursued. To this end, the proposed key interventions are: a) upgrading school infrastructure in terms of both quantity and quality, to meet the demands of building the quality of human capital Botswana desires; b) reviewing educational curricular to direct education and skills development towards the jobs of the future; c) development and implementation of a robust programme of Continuous Professional and Leadership Development for teaching, support and managerial personnel to build capacity to reorient education towards the STEM fields and soft skills (initiative, problem solving, critical thinking, communication etc.); d) digitisation of schools through ICT Infrastructure and affordable high speed Internet-Connectivity to facilitate learning in general and online learning in particular; e) review of the Education Act to recognise and allow online learning to meet the critical thresholds for a full academic year, currently 180 to 200 days; f) reforming the governance of the education system to decentralise planning, and decision making to the regions/districts and schools; g) and increased funding for research and development; h) more effective governance of the training levy, including monitoring and evaluation systems, to minimise the risk of abuse and ensure efficient attainment desired results, i.e. improved skills and productivity. Overall, Botswana needs an education strategy that delivers both first rate public education and first-rate private education.	<u>Private Sector</u> Business Botswana (Advocacy, and engagement) ETPs (Curriculum review, skills upgrading, infrastructure development) <u>Government</u> MOBE, MOTE (policy, curriculum review, governance reforms,); HRDC (Strategy, Human Resource Development); BQA (Quality Assurance) <u>Development Partners</u> Technical Support
	<b>Indicator 5.1.2.1.</b>	<b>SI 5.1.2: Delivering efficient, equitable and quality health services through effective public-private sector collaboration:</b> An initiative to use the lessons	<u>Private Sector</u>

<sup>3</sup> Trends in International Mathematics and Science Study

<sup>4</sup> Southern Africa Consortium for Monitoring Educational Quality

<p><b>Indicator 5.1.2.2.</b> Life expectancy at birth</p> <p><b>Indicator 5.1.2.3</b> Share of population with health insurance</p>	<p>learned from COVID-19 to build a robust and resilient health system to deliver efficient, equitable and quality health services: The private sector proposes the following key interventions: a) increased investment in health, from both public and private source, to support the development of adequate health infrastructure and service delivery capacity; b) improved governance of health to ensure efficient and effective collaboration between the public and private health care systems to deliver accessible, affordable and equitable quality health care for all as proposed in the document “Delivering Efficient, Equitable and Quality Health Services through Government-Private Sector Collaboration: <i>A Road Map for the Botswana Private Sector towards achieving the goals of National Health Policy 2017 – 2022</i>”; c) Develop a National Health Financing Strategy to ensure better resource management; d) developing incentives, and building national capacity, for the manufacture of Pharmaceuticals and Other Medical Products to reduce the cost of medical supplies and create jobs; e) improving overall Supply Chain Management (SCM) to deliver an effective system that reduces inventory and cost, and ensures that high quality medical products are available in the right quantities, timely and without price gouging throughout the entire health system; f) an efficient and effective public-private partnership for pre-service and in-service (CPD) medical and health education to build a quantitatively and qualitatively sound skills base for accessible, affordable and equitable quality health care; g) an integrated and coordinated health information system to ensure availability, completeness, timeliness and accessibility of patient data and general health data for effective patient care and evidence-based policy, planning and implementation. Details on the necessary interventions are provide in the document “Delivering Efficient, Equitable and Quality Health Services through Government-Private Sector Collaboration: <i>A Road Map for the Botswana Private Sector towards achieving the goals of National Health Policy 2017 – 2022</i>”.</p>	<p>Business Botswana (Advocacy, and engagement) Private Sector (advocacy, investment and skills development),</p> <p><u>Government</u> MOHW (policy, strategy, skills development, governance reforms); HRDC (Strategy, Human Resource Development); BQA (Quality Assurance</p> <p><u>Development Partners</u> WHO (Technical Support)</p>
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