

THE 15TH NATIONAL BUSINESS CONFERENCE (NBC) ROADMAP

'BREAKTHROUGH TO A HIGH INCOME BOTSWANA'
The Role of the private sector in charting the path

Led by Business Botswana



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PURPOSE OF THIS DOCUMENT

A workshop was held on 6th June 2019, at Masa Square in Gaborone, the purpose of which was to review, validate and unpack the five (5) thematic programmes (pillars) derived from the 15th National Business Conference (NBC) held in September 2018. It was led by Business Botswana (BB), through a facilitated process by Innolead, and attended by delegates from both the private and public sectors, comprising Private Sector, BB, Vision 2036, NSO, World Bank, MITI, CEDA, LEA and other respective organizations.

This is a reference document that captures the outputs of the workshop, and outlines the adopted programme and initial projects to be further refined through detailed planning by the assigned Programme Teams.

It presents the five (5) thematic programmes, proposed objectives, a list of initial projects and deliverables, the governance structures to ensure accountability as well as next steps required to achieve the desired outcomes.

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GLOSSARY OF ABBREVIATIONS AND ACRONYMS

Acronym	Description
BB	Business Botswana
DU/PMO	Delivery Unit / Project Management Office
HLCC	High Level Consultative Committee
GDP	Gross Domestic Product
MITI	Ministry of Investment Trade and Industry
MSP	Managing Successful Programmes
NBC	National Business Conference
NDP	National Development Plan
NHRDS	National Human Resource Development Strategy
R&D	Research and Development
SEZ	Special Economic Zone
SMME	Small Micro Medium Enterprises
SRO	Senior Responsible Owner

1 PROGRAMME BACKGROUND

Business Botswana held the 15th National Business Conference (NBC) on 9th – 11th September 2018 in Francistown. The conference was focused on paving the role of the private sector towards achieving Vision 2036, which aims to transform Botswana from an upper middle-income country to a high-income country by 2036.

Vision 2036 outlines Botswana's aspiration of "**Achieving Prosperity for All**". **Prosperity places emphasis on "Achievement and Fulfillment of our Individual, Community and National Goals and this applies at all levels"**. The national vision provides an inclusive development path to be achieved through the expansion of the domestic economy while empowering Botswana to meaningfully participate in the development of their country. Vision 2036 is premised on the following four (4) pillars;

1. Sustainable Economic Development
2. Human and Social Development
3. Sustainable Environment
4. Governance, Peace and Security.

The pillar of **Sustainable Economic Development** laid the foundation for the 15th NBC theme termed: "**BREAKTHROUGH TO A HIGH-INCOME BOTSWANA: The Role of the Private Sector in Charting the Path**".

The conference sub themes on which discussions were premised on (as listed below), are the foundations of the Vision 2036 Pillar: Sustainable Economic Development.

1. Building international competitiveness
2. Innovation as a catalyst for economic growth
3. Gearing towards a knowledge based economy
4. Propelling a vibrant micro and small enterprises sector

2 PROGRAMME CONCEPT

A Programme Concept outlines the business reasons behind the programme.

During the NBC deliberations, five (5) thematic areas were identified. These thematic areas, hereby termed programmes, were prioritized together with a preliminary list of projects. BB recognizes that for effective execution of the programmes, a deliberate effort is required from both the private and public sectors to validate and articulate a clear roadmap to collaboratively achieve high-income status for Botswana.


It is against this backdrop that BB requested Innolead Consulting to facilitate the process of validating these programmes and defining the roadmap for the programmes and their associated projects.

Once approved by BB, this document will provide the baseline for further interventions of the detailed scoping.

3 PROGRAMME OBJECTIVE STATEMENT

An objective statement summarizes what the programme will deliver and the success criteria that can be measured objectively.

Through BB, players from the public and private sectors will collaboratively work together to achieve the following objective;

<p>High-Income Botswana</p> 	<p><i>To develop & implement programmes that will facilitate the attainment of a strong private sector that will deliver an accelerated journey to a high-income status for Botswana, in line with Vision 2036 sustainable economic pillar aspirations.</i></p> <p>The aim is to achieve the objective in 10 Yearsk, by 2028, facilitated by BB, in collaboration with key stakeholders.</p>
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The overall programme is aligned to the Vision 2036 Pillar of driving Sustainable Economic Development as captured below;

By 2036, Botswana will be a high-income country, with an export-led economy underpinned by Diversified, Inclusive and Sustainable Growth driven by High Levels of Productivity.

4 THE WORKSHOP APPROACH

The following section captures the approach adopted to facilitate the engagement and develop this report. The approach is inspired by collaborative project initiation, scoping and planning;

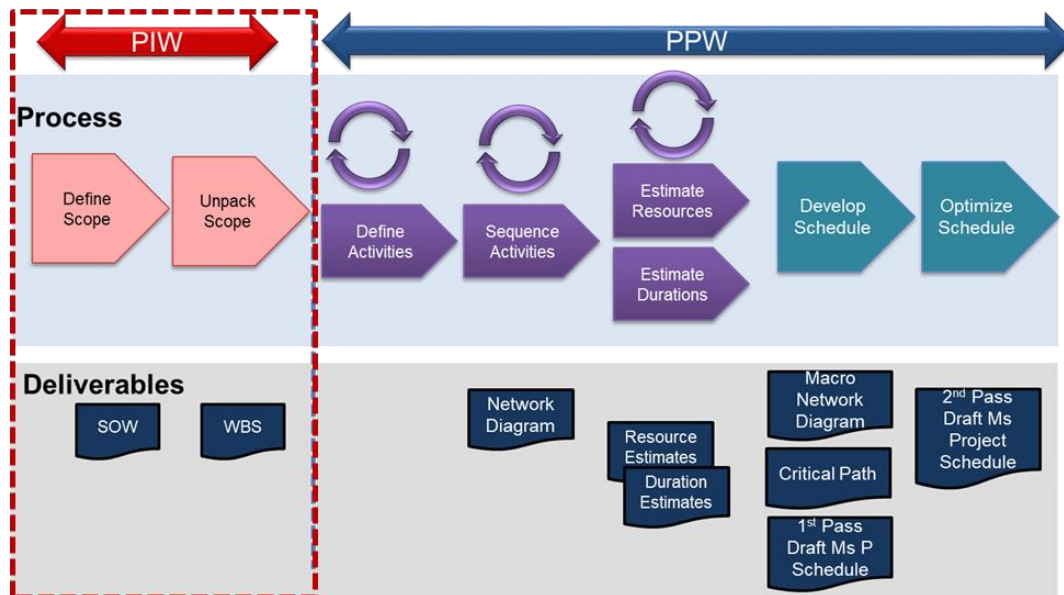


FIGURE 1 WORKSHOP PROCESS

During the workshop, the Programme Initiation was conducted, where the programme scope was validated and unpacked to level 1. A seamless and logical process was followed to gather objective discussions from the delegates.

Subsequent to the Programme Initiation Workshop (PIW), detailed scoping and planning will commence through the Programme Planning Workshop (PPW), where projects driving each programme are further unpacked through identification of activities estimation of duration and resources by the assigned Programme Teams.

5 THE PROGRAMME MANAGEMENT APPROACH

Programme Management deals with transformational change as opposed to projects that only deliver outputs. Vision 2036 seeks to introduce new capabilities to benefit the country in becoming a High-Income Nation, and these can only be achieved through effective Programme Management. Programme Management allows stakeholders to breakdown the complex change desired by Vision 2036 into manageable interrelated projects.

The methodology followed to define the five (5) Programme is aligned to AXELOS Managing Successful Programme methodology, and ensures successful delivery of the Programme.

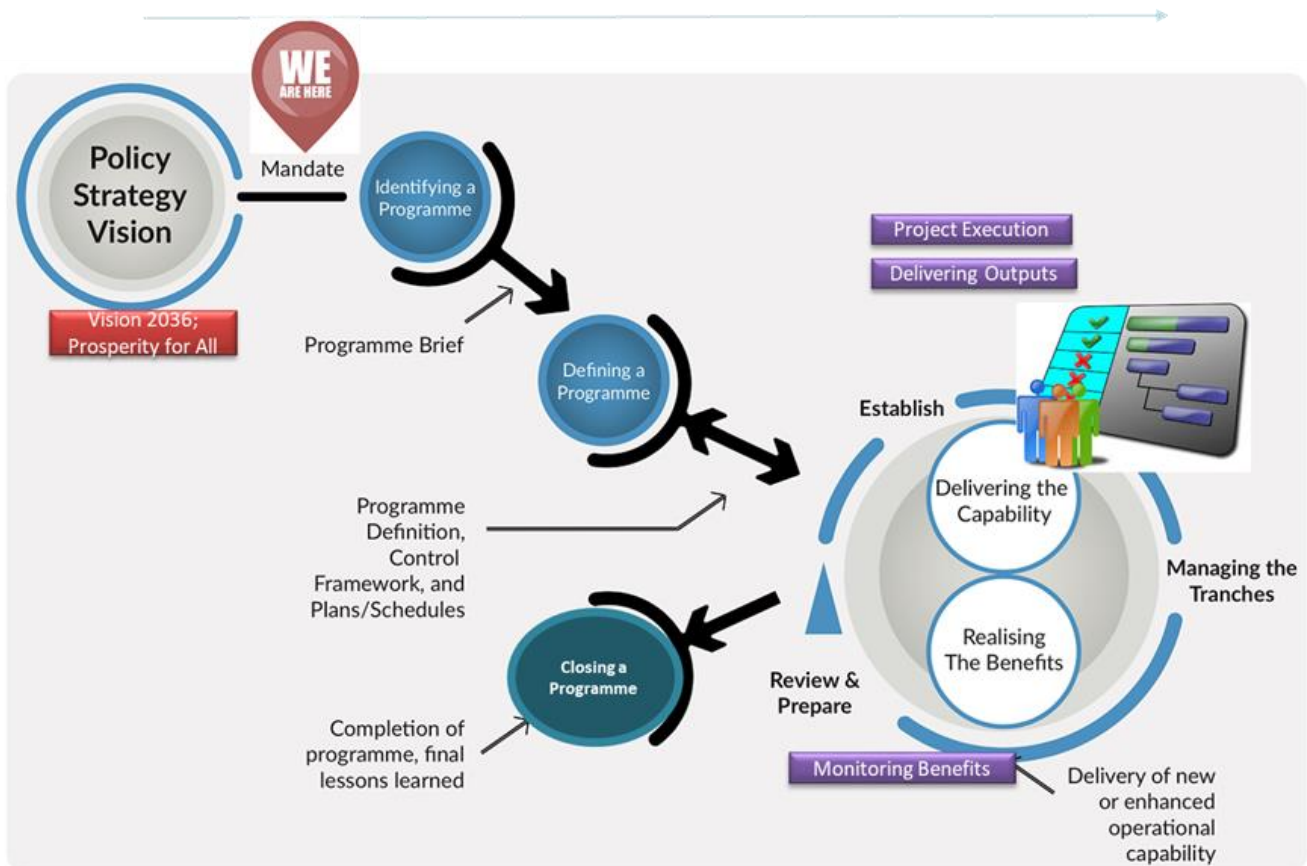


FIGURE 2 MSP TRANSFORMATIONAL FLOW

By definition, a programme is a temporary, flexible organization **created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to the organization's strategic objectives.**

The figure below depicts the structure of a programme.

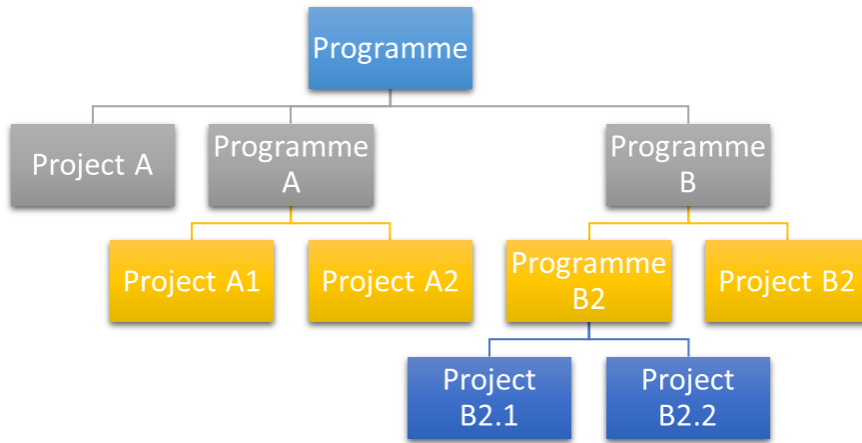


FIGURE 3 PROGRAMME STRUCTURE

6 CONCERNS, EXPECTATIONS AND ASSUMPTIONS

6.1 Concerns

The following concerns were expressed by the delegates:

1. Lack of role clarity between private sector and public sector in driving top priority projects
2. Private sector executives (Chief Executive Officers and Managing Directors) are not present in this workshop, which could lead to lack of ownership and buy-in of the agreed output
3. Lack of support and participation of homegrown industries in transforming the economy
4. Insufficient involvement of private-sector in national decision making
5. Government is not an enabler for Private sector due to lack of accountability
6. Lack of accountability in delivery of strategic initiatives by Government
7. Lack of consistent monitoring and evaluation, including data analysis, to inform consequence management at national level. In addition, consultants are not held liable for project failures
8. There is no clarity on whether there is or will be funding to operationalize the Business Botswana/NBC programme roadmap
9. Unwillingness to change by stakeholders - Stakeholders talk delivery and transformational change with little or no action
10. The leadership job descriptions may not be supportive of transformational recourse
11. There is poor sponsorship for programmes generally bottom-up instead of top down approach
12. There is national resentment to expatriates which impacts on ability to attract experienced subject matter experts
13. Lack of collaborative effort between Government and Private sector resulting in Finger-pointing and stagnation
14. There is a master-servant relationship tendency between Government and Private sector
15. Existence of multiple policies that are not facilitative, and conflicting (unharmonized)
16. Low understanding of criterions used to measure a High-income country
17. Lack of dedicated efforts towards proper planning of initiative/projects. Leadership tendency to collapse under pressure resulting in poor planning
18. The adequacy of appropriate structures to support execution and move Batswana towards the vision is questionable e.g. Delivery Unit(s)
19. Botswana does not have a national narrative (messaging/communication strategy) to inspire people for transformational change e.g. inward looking to global view
20. The representation of private sector at HLCC may be inadequate
21. International Company manage to directly engage with Government Official for matters that would be best resolved through Business Botswana. This erodes Business Botswana mandate of being a collective advocacy body.

6.2 Expectations

The workshop aims to fulfil the following expectations;

1. To produce a clear roadmap to drive and attain the pillar of Sustainable Economic Development from the national vision

2. To identify and clearly articulate projects that private sector can undertake to attain Vision 2036
3. To inspire leaders of registered companies to mentor youth and emerging companies
4. To encourage participation and involvement of Youth in charting the way forward
5. Accountability roles will be defined and individuals appointed to these roles
6. Road to attainment of a high income status will be accelerated
7. Contribution of private-sector as an engine for growth will become clearer
8. There will be a deliberate move to enterprising mindset of public service
9. Leadership will be at the forefront of delivering the Vision and execution of identified initiatives
10. Private sector will take a lead in driving the agenda
11. There will be a mid-term review conducted to determine how far we are in achieving Vision 2036, and to inform where we are going
12. Strong culture of monitoring & evaluation will be embedded in all projects
13. Key activities required to drive export-led economy and increased productivity will be articulated clearly
14. All individuals will bring in transformative energies to drive this agenda
15. There will be a consensus on citizen involvement
16. There will be home-grown champions industrialists???
17. There will be deliberate efforts to understand how projects are successfully delivered, particularly public sector projects
18. There will be a clear and common definition (between private & public sectors) of engine of growth initiatives
19. Solid functional structures for collaboration and delivery will be developed
20. Priority initiatives will be insulated against political change through policies

6.3 Assumptions

The strategy is founded on the following assumptions:

1. Vision 2036 is still valid
2. National Development Plans can be changed to accommodate direction as required
3. Political leadership is change “proof”
4. Sufficient resources (funds and manpower) will be availed and mobilized for the identified priority programmes
5. Relevant and appropriate skill sets required to deliver the identified priority programmes are available in the local markets and in adequate capacity
6. There is private sector ownership to aggressively deliver Vision 2036 Pillar of Sustainable Economic Development

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7 STRATEGIC PROGRAMMES

To achieve the programme objective as captured in section 3, 5 programmes (pillars) were identified during the NBC, and these formed the basis of the discussion during the high-level scoping.

The Figure below depicts the programmed agreed upon at the 2018 NBC.

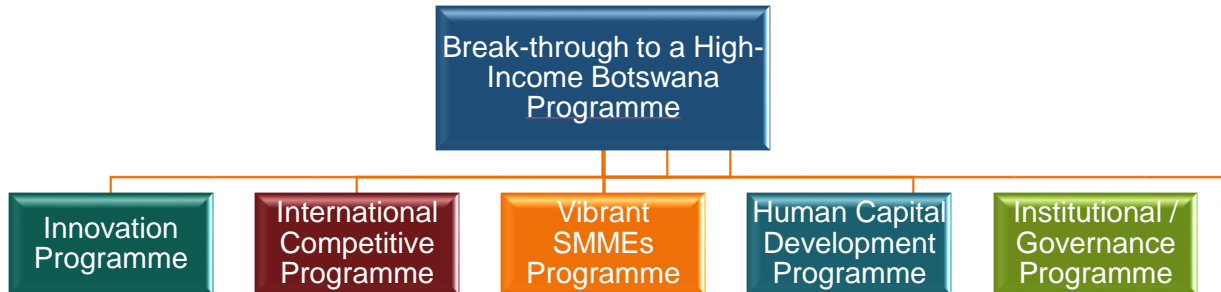


FIGURE 4: 5 PROGRAMME PILLARS – LEVEL 1 BREAKDOWN STRUCTURE

The implementation of these programmes will be monitored at HLCC level.

The five (5) programme were further defined into interrelated projects that have been detailed in the following sections.

7.1 Innovation Programme

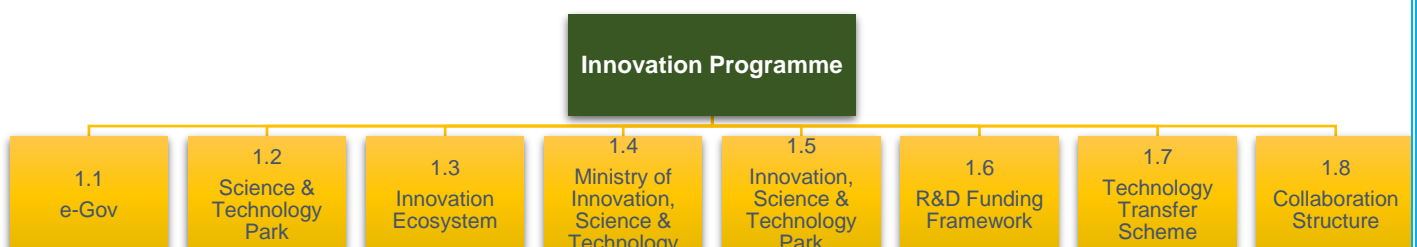
7.1.1 Innovation Goal

The statement below captures the summary of what the Innovation Programme intends to achieve;

*To have a **national environment that fosters local technological innovation by both individuals and businesses***

7.1.2 Innovation Scope

The figure below depicts the projects that should be executed as part of this programme. The executing authority, in consultation with Governance Board is at liberty to include projects that will directly contribute to the fulfilment of the above aim.



THE INNOVATION FUTURE	
OUTCOMES	SETTING UP SUPPORT STRUCTURES AND LEGISLATURES (REVIEWING POLICIES & PROCEDURES THAT LIMIT CHANGE)
PROGRAMME SCOPE	<ol style="list-style-type: none"> 1. Accelerate digitization through e-Government 2. Review and Implement Science and Technology Park 3. Develop and Implement a National Innovation Eco-system 4. Establish focused Minister of Innovation, Science and Technology 5. Establish National Innovation Science and Technology Council 6. Develop and Implement a Research and Development Funding Framework (framework from both Private and Government) 7. Develop and Implement a Technology Transfer Scheme for SMME (might be driven by private-sector) 8. Set up Private sector collaboration structures for innovation
OUTPUTS	DESIRED OUTPUTS OR SERVICES FOR EACH PROJECT
PROJECT DELIVERABLES	<ol style="list-style-type: none"> 1. Digitized Government Service Delivery Structures 2. An operational Science and Technology Park 3. Functional Minister of Innovation, Science and Technology 4. Operational Botswana Innovation Ecosystem 5. Purposeful R&D Fund

7.1.3 Accountability Structures

The accountable individual for the Innovation Programme is referred to as Senior Responsible Owner for this Programme is still to be confirm by Business Botswana in consultation with the relevant Stakeholders.

He/she will be responsible for the overall business change, accountable for successful delivery and is recognized throughout the Private Sector as the key leadership figure in driving the change for Innovation.

7.2 International Competitiveness Programme

7.2.1 Programme Goal

The statement below captures the summary of what the International Competitiveness Programme intends to achieve;

1. To have a business friendly environment for setting had up sustainable business operations
2. To attract foreign direct investment
3. To improve state of national wellbeing (happiness indices)

7.2.2 Programme Scope

The figure below depicts the projects that should be executed as part of this programme. The executing authority, in consultation with Governance Board is at liberty to include projects that will directly contribute to the fulfilment of the above aim.



THE INTERNATIONAL COMPETITIVENESS FUTURE	
OUTCOMES	SETTING UP STRUCTURES AND PROGRAMMES TO ENABLE CHANGE
PROGRAMME SCOPE	<ol style="list-style-type: none"> 1. Accelerate Implementation of public-private led Economic Zones 2. Accelerate the implementation of the Doing Business Reform Roadmap 3. Develop Wellbeing/Happiness Programme 4. Develop comprehensive National Infrastructure Plan 5. Develop an Export enabling environment (must be cultivated within locals first) 6. Develop Open-economy strategy 7. Compliance with multi-lateral law treaties & agreements 8. Accelerate implementation of Import-Export Development Programme - Promotion of export-led industries supported by appropriate skills
OUTPUTS	DESIRED OUTPUTS OR SERVICES FOR EACH PROJECT
PROJECT DELIVERABLES	<ol style="list-style-type: none"> 1. Operational Economic Zones led by Private Sector 2. Approved and Implementable Doing Business Strategy 3. Signed-Off and implementable Happiness Strategy (including funding) 4. Approved National Infrastructure Plan (with resourced plans) 5. Revamp Export Legislature and services 6. Approved Open-Economy Strategy (with resourced plans) 7. Complying with multi-lateral treaties and agreements 8. Approved Import-Export Programme (with resourced plans)

7.2.3 Accountability

The accountable individual for the International Competitiveness Programme referred to as Senior Responsible Owner is still to be confirmed by Business Botswana in consultation with the relevant Stakeholders.

He/she will be responsible for the overall business change, accountable for successful delivery and is recognized throughout the Nation as the key leadership figure in driving the change our international competitiveness.

7.3 Human Capital Programme

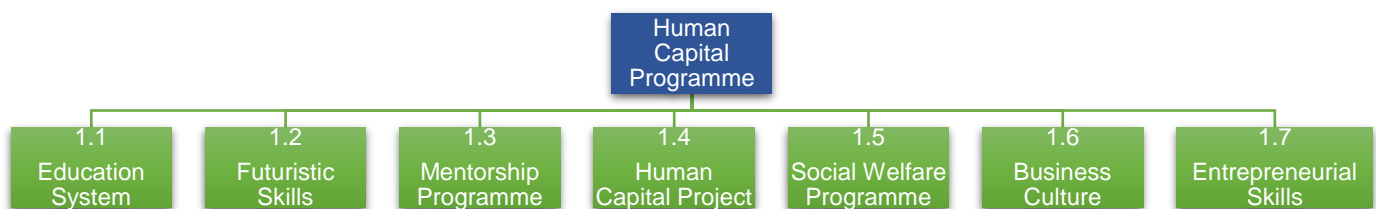
7.3.1 Human Capital Goal

The statement below captures the summary of what the Human Capital Programme intends to achieve;

To have high quality labor force, which is characterized by creativity, innovativeness, ability to adapt to match up with technological advances, which ultimately results in high levels of productivity and competitiveness of the workforce.

7.3.2 Programme Scope

The figure below depicts the projects that should be executed as part of this programme.



THE HUMAN CAPITAL FUTURE	
OUTCOMES	REVIEWING HINDERING LEGISLATURES AND SETTING UP SUPPORTIVE STRUCTURES TO ENABLE CHANGE
PROGRAMME SCOPE	<ol style="list-style-type: none"> 1. Review Education System 2. Cultivate and Implement market related current & futuristic skills (NHRDS) 3. Develop robust youth mentorship programme 4. Collaborate with the World Bank and implement Human Capital Project (leveraging pool of unemployed youth) 5. Review social welfare programme 6. Develop Business Culture Change Programme 7. Develop entrepreneurial skills (MITI – entrepreneurship policy)
OUTPUTS	DESIRED OUTPUTS OR SERVICES FOR EACH PROJECT
PROJECT DELIVERABLES	<ol style="list-style-type: none"> 1. Revamped Education System 2. Approved NHRDS (with resourced plans) 3. Approved Implement Mentorship Programme (with resourced plans) 4. Approved World Bank Human Capital Project (with resourced plans)

- 5. Revamp social welfare programmes
- 6. Approved Business Culture Programme (with resourced plans)
- 7. Implement entrepreneurial Policy

7.3.3 Accountability'

The accountable individual for the Human Capital Programme is referred to as Senior Responsible Owner is still to be confirm by Business Botswana in consultation with the relevant Stakeholders.

He/she is responsible for the overall business change, accountable for successful delivery and is recognized throughout the Private Sector as the key leadership figure in driving the change productivity of our human capital.

7.4 Vibrant SMMEs Programme

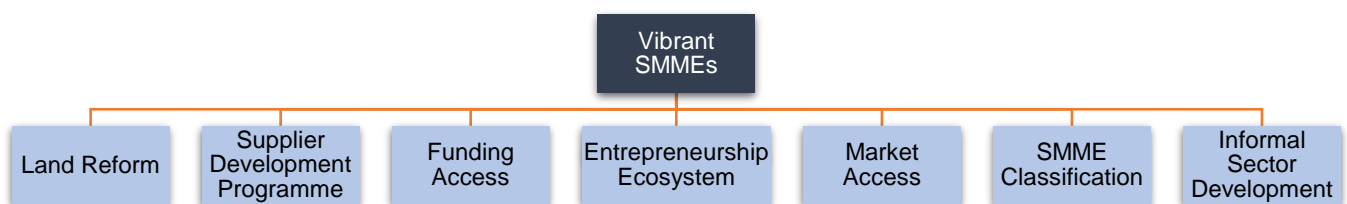
7.4.1 Programme Goal

The statement below captures the summary of what the Vibrant SMMEs Programme intends to achieve;

To have economically active SMMEs (GDP contribution and job creation)

7.4.2 Programme Scope

The figure below depicts the projects that should be executed as part of this programme.



THE VIBRANT SMMEs FUTURE	
OUTCOME	REVIEWING HINDERING LEGISLATURES AND SETTING UP SUPPORTIVE STRUCTURES TO ENABLE CHANGE
PROGRAMME SCOPE	<ol style="list-style-type: none"> 1. Implement land use reforms 2. Introduce supplier development programs (Hand-holding programme by industry leaders) 3. Cultivate access to both conventional funding, as well as alternative finance structures 4. Review and enhance entrepreneurship ecosystem 5. Review of SMME definition for common understanding 6. Develop robust programme for informal sector development 7. Use digital platforms and clusters to create market access for SMMEs
OUTPUTS	DESIRED OUTPUTS OR SERVICES FOR EACH PROJECT

PROJECT DELIVERABLES	<ol style="list-style-type: none"> 1. Implemented land use reforms 2. Capacitated suppliers 3. Funding access by SMMEs 4. Approved Entrepreneurship Program (with resourced plans) 5. Approved SMME classification framework 6. Approved Informal Sector Development Program (with resourced plans) 7. SMMEs marketed on digital platforms
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7.4.3 Accountability

The accountable individual for the Vibrant SMMEs Programme is referred to as Senior Responsible Owner is still to be confirm by Business Botswana in consultation with the relevant Stakeholders.

He/she will be responsible for the overall business change, accountable for successful delivery and is recognized throughout the Private Sector as the key leadership figure in driving the change towards having vibrant SMMEs.

7.5 Institutional Governance Programme

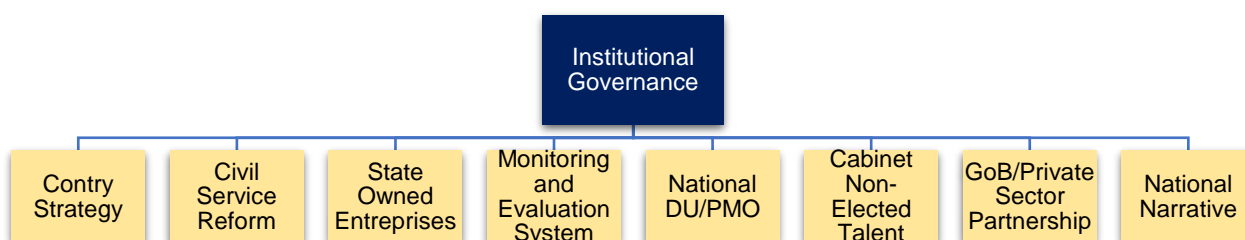
7.5.1 Programme Goal

The statement below captures the summary of what the Institutional Governance Programme intends to achieve;

To have a public sector that is professional, effective and excels in deliver of both projects and services

7.5.2 Programme Scope

The figure below depicts the projects that should be executed as part of this programme.



THE INSTITUTIONAL GOVERNANCE FUTURE	
OUTCOMES	REVIEWING HINDERING LEGISLATURES AND SETTING UP SUPPORTIVE STRUCTURES TO ENABLE CHANGE
PROGRAMME SCOPE	<ol style="list-style-type: none"> 1. Develop and Implement a Country Strategy 2. Develop civil service reforms programme for high performance 3. Rationalize state owned enterprises 4. Accelerate the Implementation of effective Monitoring and Evaluation systems 5. Establish Delivery Unit/PMO

	<ol style="list-style-type: none"> 6. Reform Cabinet to allow non-elected talent 7. Review Private Sector/Government Partnership Model 8. Develop a National Narrative and messaging that promotes communication & change management strategies
OUTPUTS	DESIRED OUTPUTS OR SERVICES FOR EACH PROJECT
PROJECT DELIVERABLES	<ol style="list-style-type: none"> 1. Approved Country Strategy (with resourced plans) 2. Approved Civil Service Programme (with resourced plans) 3. Rationalized state owned enterprises 4. National M&E System (with procedures and structures) 5. Operational DU/PMO (tools, procedures, resources, office) 6. Commitment to appoint Non-elected talent into cabinet 7. Approved National Message framework (with resources) 8. Approved Private Sector/Government Partnership Model

7.5.3 Accountability

The accountable individual for the Institutional Governance Programme is referred to as Senior Responsible Owner is still to be confirm by Business Botswana in consultation with the relevant Stakeholders.

He/she will be responsible for overall business change, accountable for successful delivery and is recognized throughout the Private Sector as the key leadership figure in driving the change towards achieving Institutional Governance.

8 TOP PRIORITY PROJECTS

The above identified projects were prioritised by the delegates, to determine the 10 projects that would accelerate our journey to achieving high-income status, and ultimately a sustainable economic environment.

The figure below depicts the ten (10) Priority Projects that have been identified. Out of these, four (4) have been identified as quick wins picked from the five (5) Programmes.

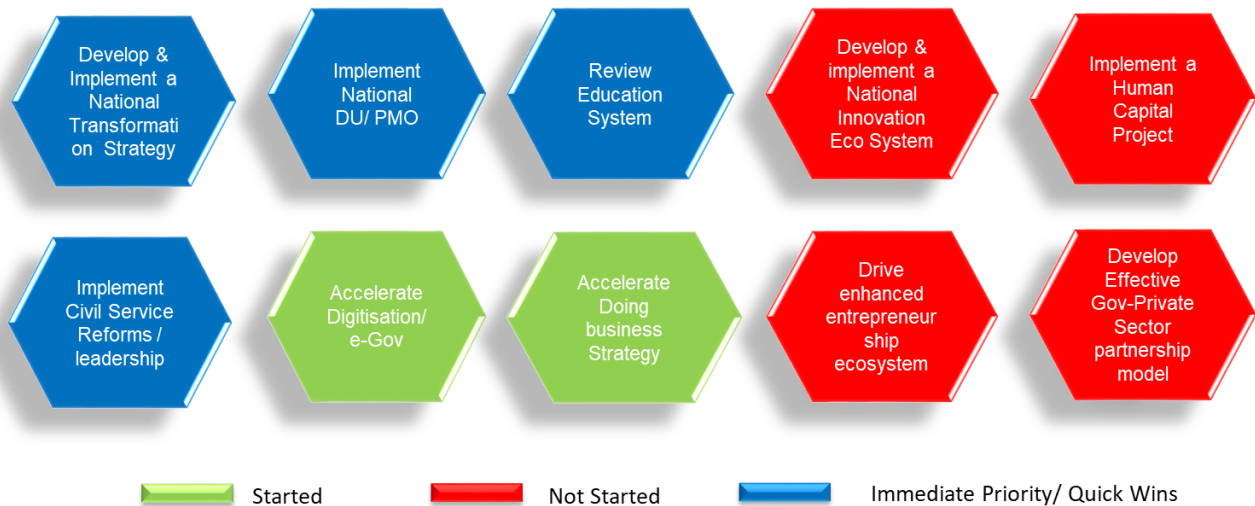


FIGURE 5 PRIORITY PROJECTS

The immediate priorities/ quick wins are detailed below;

8.1 Priority 1: Develop and Implement National Transformational Strategy

There is need to create an all-inclusive deliberate strategy to map a way to achieving higher prosperity and beyond, with measurable targets.

8.2 Priority 2: Implement National Delivery Unit/PMO

The implementation of public projects has been a national challenge and there is urgency to establish a center of excellence for project delivery. This should be driven from the highest office, Office of the President, to ensure accountability and minimize external influence from Ministries.

8.3 Priority 3: Review Education System

Revamping our education system from end-to-end would assist in developing human capital that is industry ready and productive. The intention is to produce students that can perform from the base.

8.4 Priority 4: Implement Civil Service Reforms / Leadership

Our civil service has been classified as unproductive and lacking innovation in offering quality service to the public and prospective investors. It is important that we improve productivity and professionalism of public servant to ensure public trust on civil service.

9 ROADMAP

The figure below represent roadmap for delivering the projects across a five year spectrum, starting with those priorities under section 8 above.

Projects	2019	2020	2021	2022	2023
INSTITUTIONAL/ GOVERNANCE PROGRAMME					
Develop & Implement Country Strategy					
Implement Civil Service Reforms					
Implement National DU/PMO					
Review Private Sector: Gob Partnership Model					
INNOVATION PROGRAMME					
Accelerate Government Digitisation (E-gov)					
HUMAN CAPITAL PROGRAMME					
Review Education System					
Implement A Human Capital Project					
INTERNATIONAL COMPETITIVENESS PROGRAMME					
Develop Accelerated Doing Business Strategy					
VIBRANT SMMES PROGRAMME					
Develop & Implement National Innovation Eco-system					
Review And Enhance Entrepreneurship Ecosystem					

FIGURE 6 BB/NBC PROGRAMME PRIORITY PROJECTS - FIRST FIVE YEAR

10 THE PROGRAMME GOVERNANCE STRUCTURE

10.1 Governance structure

The table below shows the proposed typical governance structure for a programme;

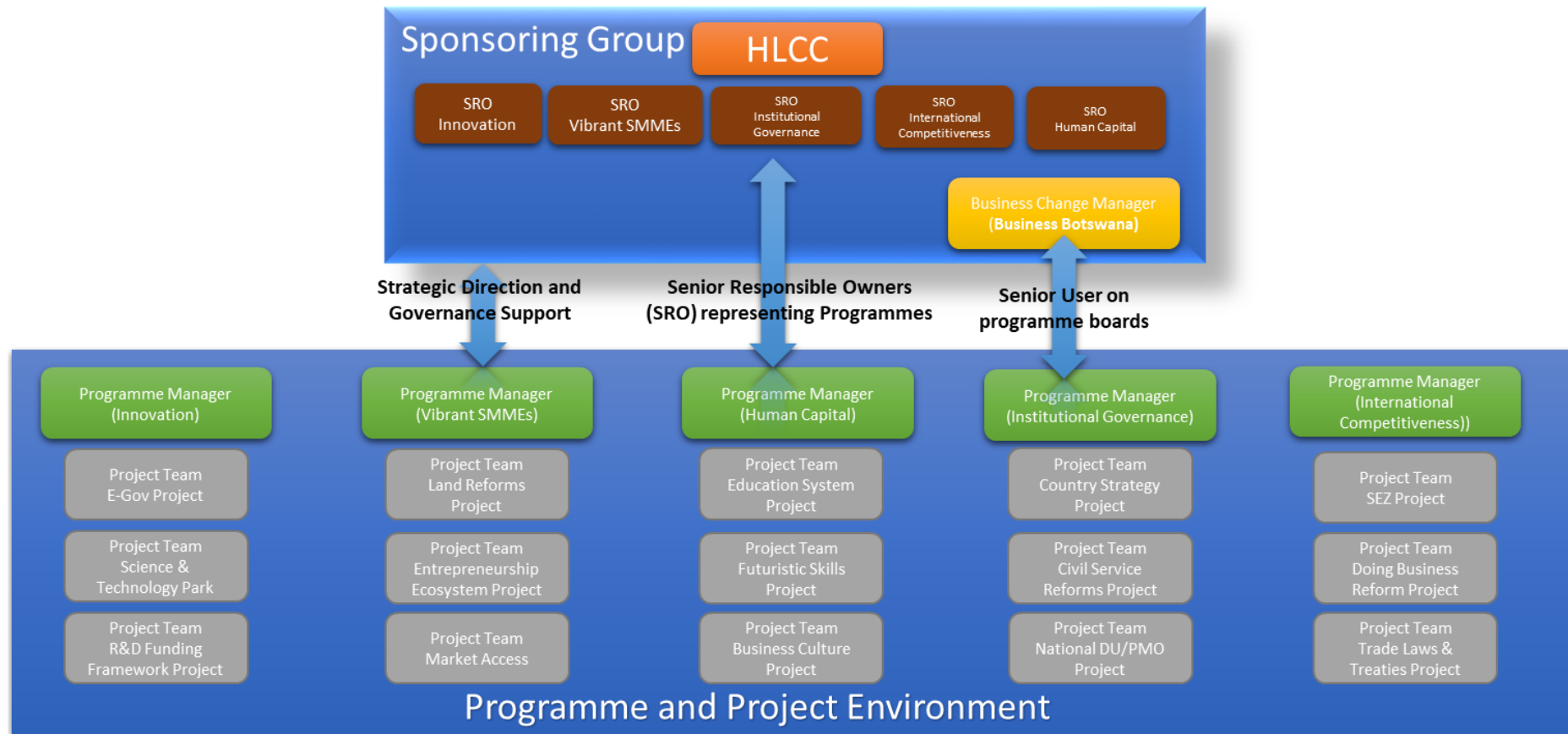


FIGURE 7 GOVERNANCE STRUCTURE

The above governance structure for the Business Botswana Road Map was not confirmed at the workshop. Business Botswana is to engage with Private Sector, Parastatals and Government Departments for specific leader and Programme Managers per Programme.

10.1.1 Sponsoring Group

Sponsoring Group is a representative group of senior managers from both the Government and Business Botswana.

The Senior Executives who constitute the Sponsoring Group usually are responsible for:

- Decisions related to investments,
- Strategic definition and direction of the overall Vision, and
- Making sure the Programme is always aligned with the overall Vision 2036 (National Strategy)
- Establishing the organizational context for the programme,
- Authorizing the programme mandate,
- Approving funding for the programme,
- Resolve strategic and directional issues between programmes, that need the input and agreement of senior stakeholders to ensure the progress of the change,
- Confirming the organization's strategic direction, against which the programme is to deliver,
- Approving the progress of the programme against the strategic objectives,
- Leading by example the values implied by the transformational change,
- Providing continued commitment and endorsement in support of the programme objectives at executive and communications events,
- Advising and supporting the SRO,
- Championing the programme, and
- Confirming successful delivery and sign-off at the closure of the programme.

10.1.2 Senior Responsible Owner (SRO)

The Senior Responsible Owner (SRO) is the visible owner of the overall business change, accountable for successful delivery and is recognized throughout the organization as the key leadership figure in driving the change forward. S/he is responsible for ensuring the programme achieves the business case and delivers benefits to the organization and that there is commitment at senior level within the organization.

10.1.3 Programme Manager

The Programme Manager is responsible for leading and managing the setting up of the programme through to delivery of the new capabilities and realization of benefits. The Programme Manager has primary responsibility for successful delivery of the new capabilities and establishing the required governance arrangements. S/he manages the programme on a day-to-day basis and coordinates its projects.

11 NEXT STEPS

The following steps need to be put in place to ensure successful scoping of the programmes.

#	Action	Responsible	Due Date
1.	Appoint Responsible People to drive each programme	T Kobedi	14/06/19
2.	Appoint Coordination Office	TBC	
3.	Detail Plan Programme (Scoping and Planning)	T Kobedi	
4.	Programme Monitoring and Reporting	T Kobedi	

12 APPENDICES

12.1 Appendix A – Document Acceptance

The following parties acknowledge that they have read this document, including all schedules and diagrams that may be attached. It is also agreed by all parties that any decisions affecting this document will only be valid if recorded and agreed upon by all parties involved and/or by those parties authorised to approve changes.

Initials and Surname	Role	Signature	Date
Initials and Surname	Role	Signature	Date
Initials and Surname	Role	Signature	Date
Initials and Surname	Role	Signature	Date
Initials and Surname	Role	Signature	Date

12.2 Appendix B – SWOT ANALYSIS

A SWOT Analysis was derived from the deliberations during the NBC, and used to inform the Programme Concept, and the Programme Objective (captured in sections).

SUSTAINABLE ECONOMIC DEVELOPMENT PILLAR	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. We has a strong and solid Good Global Brand 2. We Good Base Infrastructure and Institutions 3. Strong values of Botho 4. Political Stability 5. Prudent economic Management 6. Comparative Advantages in Tourism Industry, Beef Products, and Mining Sector 	<ol style="list-style-type: none"> 1. Weak Private sector 2. Narrow Economy 3. Low implementation capabilities 4. High level of unemployment 5. Poor doing business score - 38 to 72 6. Poor work ethic 7. Bureaucracy - Red tape 8. Poor leadership 9. Lack of access to finance by Private Sector 10. Forgotten under-class 11. Multiple institutions overlapping mandates 12. Unhappy country (126th) 13. Poor creativity and innovation 14. Unavailability of data 15. House hold debt 16. Unclear private vs GoB partnership 17. Culture of self-praise
Opportunities	Threats
<ol style="list-style-type: none"> 1. Foreign Direct Investment – global expansion by international companies 2. Emerging technologies; Artificial Intelligence (AI) 3. Information Communication and Technology 4. Offering unique value proposition to the world 5. We are a young country 6. Futuristic planning 7. SME as driver of economic growth 	<ol style="list-style-type: none"> 1. 43/63 Risk (43 WF Rating on GDP/Capita; 63= productivity Rating) 2. Diamond trap 3. Narrow economic model

12.3 Appendix C: ROADMAP

