



VISION

2 0 3 6

Achieving Prosperity For All

VISION 2036

ACHIEVING PROSPERITY FOR ALL

PREPARED BY

VISION 2036 PRESIDENTIAL TASK TEAM

VISION 2036 – ACHIEVING PROSPERITY FOR ALL

PREPARED BY THE VISION 2036 PRESIDENTIAL TASK TEAM, JULY 2016

Published by LENTSWE LA LESEDI (PTY) LTD

PO Box 2365, Gaborone, Botswana.

Tel: 3903994, Cell: 73786762

E-mail: publisher@lightbooksbotswana.com or lightbooks@zebranet.co.bw

Web: www.lightbooksbotswana.com

On behalf of

THE VISION 2036 PRESIDENTIAL TASK TEAM, GABORONE, BOTSWANA

www.vision2036.co.bw

Copyright © Government of Botswana, 2016

First published 2016

ISBN 978-99912-71-57-6

“And the Lord answered me, and said, write the vision, and make it plain upon tablets, that he may run who reads it. For the vision is yet for an appointed time, but at the end it shall speak and not lie: though it tarry, wait for it; because it will surely come, it will not tarry.”

Habakkuk, Ch. 2, vs. 2–3

CONTENTS

<i>Abbreviations</i>	<i>vii</i>
<i>Preface and Acknowledgements</i>	<i>viii</i>
<i>PREAMBLE</i>	<i>1</i>
<i>CHAPTER 1: INTRODUCTION</i>	<i>3</i>
PURPOSE AND PILLARS OF THE VISION	3
VISION IMPERATIVES	4
HOW THE VISION WAS DEVELOPED	5
<i>CHAPTER 2: SETTING THE CONTEXT FOR VISION 2036</i>	<i>6</i>
THE GLOBAL CONTEXT	6
THE REGIONAL CONTEXT	7
THE NATIONAL CONTEXT	8
WHAT WE LEARNT FROM VISION 2016	10
NATIONAL PRINCIPLES	11
THE OVER-RIDING CHALLENGE: ESCAPING THE MIDDLE-INCOME TRAP	11
<i>CHAPTER 3: THE PILLARS OF OUR VISION</i>	<i>12</i>
PILLAR 1: SUSTAINABLE ECONOMIC DEVELOPMENT	12
KNOWLEDGE-BASED ECONOMY	12
HUMAN CAPITAL	13
DOING BUSINESS AND COMPETITIVENESS	14
INFRASTRUCTURE DEVELOPMENT	14
INFORMAL SECTOR AND THE MICRO AND SMALL ENTERPRISES (MSEs)	14
MINERAL SECTOR	15
AGRICULTURAL SECTOR	15
MANUFACTURING SECTOR	15
TOURISM SECTOR	16
SERVICES SECTOR	16
INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)	16
FINANCIAL AND BUSINESS SERVICES	17
TRANSPORT AND LOGISTICS SERVICES	17
CREATIVE INDUSTRIES	17
SPORT	17
PILLAR 2: HUMAN AND SOCIAL DEVELOPMENT	18
SPIRITUAL WELLBEING	18
CULTURE	18
STRONG FAMILY INSTITUTION	19

HEALTH AND WELLNESS	19
SOCIAL INCLUSION AND EQUALITY	19
EDUCATION AND SKILLS DEVELOPMENT	20
GENDER EQUALITY	20
YOUTH	21
CHILDREN'S WELLBEING	21
PILLAR 3: SUSTAINABLE ENVIRONMENT	21
ECOSYSTEM FUNCTIONS AND SERVICES	22
SUSTAINABLE UTILISATION OF NATURAL RESOURCES	22
WATER SECURITY	23
ENERGY SECURITY	23
SUSTAINABLE LAND USE AND MANAGEMENT	23
SUSTAINABLE HUMAN SETTLEMENTS	24
CLIMATE RESILIENCE AND DISASTER RISK REDUCTION	24
POLLUTION AND WASTE	24
PILLAR 4: GOVERNANCE, PEACE AND SECURITY	25
CONSTITUTION AND HUMAN RIGHTS	25
INSTITUTIONAL FRAMEWORK	26
SEPARATION OF POWERS AND EFFECTIVE OVERSIGHT	26
BOGOSI AND THE KGOTLA SYSTEM	26
DECENTRALISATION	27
CIVIL SOCIETY PARTICIPATION	27
RELIGION AND SOCIETY	27
TRANSPARENCY, ACCOUNTABILITY AND IMPLEMENTATION	28
ELECTORAL SYSTEM AND POLITICAL REPRESENTATION	28
CRIME, PEACE AND SECURITY	29
FOREIGN RELATIONS	29
FREEDOM OF EXPRESSION AND ASSOCIATION	30
CHAPTER 4: DELIVERING THE VISION	31
NATIONAL TRANSFORMATION STRATEGY	31
INSTITUTIONAL DELIVERY MECHANISM (DELIVERY UNIT)	32
MONITORING, EVALUATION AND ACCOUNTABILITY SYSTEM	32
COMMUNICATIONS AND CHANGE MANAGEMENT SYSTEM CAPTURING PEOPLE'S HEARTS AND MINDS	33
APPENDIX 1: HIGH LEVEL OUTCOME INDICATORS	35
APPENDIX 2: METHODOLOGY	39
THE FRAMEWORK DOCUMENT	39
THE PRESIDENTIAL TASK TEAM	39
THE CONSULTATIONS	39
SENSITISATION	40

METHODS OF CONSULTATIONS AND STAKEHOLDERS	40
INTERNATIONAL BENCHMARKING	40
<i>APPENDIX 3: MEMBERS OF THE PRESIDENTIAL TASK TEAM</i>	<i>41</i>
INSTITUTIONAL REPRESENTATION	41
EXPERT REPRESENTATION	41
SUSTAINABLE ECONOMIC DEVELOPMENT THEMATIC AREA	41
HUMAN AND SOCIAL DEVELOPMENT THEMATIC AREA	41
SUSTAINABLE ENVIRONMENT THEMATIC AREA	42
GOVERNANCE PEACE AND SECURITY THEMATIC AREA	42
SECRETARIAT TEAM	42

ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
BAIS	Botswana Aids Impact Survey
BALA	Botswana Association of Local Authorities
BCWIS	Botswana Core Welfare Indicators Survey
BGCIS	Botswana Government Communications Information Systems
BIDPA	Botswana Institute for Development Policy Analysis
BIMTS	Botswana International Merchandise Trade Statistics
BoB	Bank of Botswana
BPS	Botswana Police Service
DEA	Department of Environmental Affairs
DWA	Department of Water Affairs
EIU	Economic Intelligence Unit
FAO	Food and Agricultural Organisation
GCR	Global Competitiveness Report
GDP	Gross Domestic Product
GFSI	Global Food Security Index
GNI	Gross National Income
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICH	Intangible Cultural Heritage
ICT	Information Communication Technology
IEP	Institute of Economics
IAG	Ibrahim Index of African Governance
IUCN	International Union for Conservation and Natural Resources
LFS	Labour Trade Survey
M&E	Monitoring and Evaluation
MICE	Meetings, Incentives, Conferences and Events
MoESD	Ministry of Education and Skills Development
MoFAIC	Ministry of Foreign Affairs and International Cooperation
MPI	Multi-Dimensional Poverty Index
MSEs	Micro and Small Enterprises
MYSC	Ministry of Youth, Sports and Culture
NCDs	Non Communicable Diseases
NDPs	National Development Plans
NSO	National Strategy Office
NTS	National Transformation Strategy
PDL	Poverty Datum Line
PTT	Presidential Task Team
R&D	Research and Development
RDC	Rural Development Council
RISDP	Regional Indicative Strategic Development Plan
SACU	Southern African Customs Union
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
StB	Statistics Botswana
TB	Tuberculosis
TFP	Total Factor Productivity
TIMSS	Trends in International Mathematics and Science Study
TNSPS	Transformative National Strategic Planning System
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VCS	Vision Council Secretariat
WEF	World Economic Forum
WHO	World Health Organisation

PREFACE AND ACKNOWLEDGEMENTS

In November 2015, my team and I set out on an assignment commissioned by His Excellency, Lt. General Dr. Seretse Khama Ian Khama, to consult with Batswana on their future. We travelled the breadth and length of our beautiful country, addressing Kgotla and focus group meetings. We listened very carefully and with admiration as our fellow citizens responded eloquently and passionately about the future Botswana that they would like to see, and live in, by 2036. This Vision is therefore our collective response as a nation to the following three broad questions:

- **What kind of Botswana do we want to build by the year 2036?**
- **What kind of person would a Motswana like to be in 2036?**
- **In order to achieve these dreams and aspirations, what should be done, and by who?**

It is our aspiration, as a people, that our Botswana will be a high-income country, and its people prosperous, living in the full enjoyment of their potential. These are very ambitious aspirations, but they are achievable because we all committed ourselves, and said that we will do all we can to achieve them.

On behalf of the Vision 2036 Presidential Task Team and its Secretariat, I wish to express our joy in the confidence that His Excellency had in us as a team. There are equally competent members of our society who could have been considered for such an important assignment. Thank you, your Excellency. I also take pleasure to sincerely thank all those who made our assignment achievable. In particular, I would like to express my sincere gratitude to our Dikgosi who convened and presided over the many meetings we had. Their role in building the Botswana we want by 2036 cannot be overemphasised. It would, in addition, be remiss of me were I not to mention our Local Authorities, especially Council Chairpersons in all Districts visited, and the leadership of the Botswana Association of Local Authorities (BALA), who made it possible for us to meet with local representatives. Further, I would like to thank all the District Commissioners for arranging meetings with different focus groups in all the locations we visited.

My team also thanks all the partner institutions that facilitated our work throughout

the duration of the Vision 2036 development: The Minister for Presidential Affairs and Public Administration for his leadership, and ensuring availability of resources; the National Strategy Office (NSO) for their technical resources and project oversight; the Botswana Institute for Development Policy Analysis (BIDPA) for their technical resources and day to day management of the project budget; the Vision 2016 Council Secretariat (VCS) for providing technical resources and management of project communication; the United Nations Development Programme (UNDP) for the technical resources made available throughout this project; the World Health Organization (WHO) for supporting and convening our engagement with the Health Sector; the United Nations Population Fund (UNFPA) who made it possible for us to engage with the gender sector; the United Nations Children's Fund (UNICEF) for convening the Children's Parliament representatives from all 16 Districts; the Ministry of Youth, Sports and Culture (MYSC) who made it possible to meet representatives of the creative arts sector; the Ministry of Education and Skills Development (MoESD) for organising primary, secondary and tertiary education students in and around Gaborone; the Secretariat for the Rural Development Council (RDC) for organising a high-powered engagement with the Council; the Ministry of Foreign Affairs and International Cooperation (MoFAIC) who facilitated our fruitful international benchmarking visits and the Coordination Office for People With Disabilities, who organised our engagement with the affected people. Profound gratitude to the Botswana Police Service for being a true partner of choice: their support throughout this process remains our joy. I thank God who led and protected us throughout our many journeys. Finally, I take this opportunity to commend you, all my fellow citizens, to His grace and leadership as we commence this exciting journey



Neo Moroka

Chairman

Vision 2036 Presidential Task Team

PREAMBLE

Vision 2036 is a transformational agenda that defines our aspirations and goals as a people. It aims to transform Botswana from an upper middle-income country to a high-income country by 2036, and sets out a compelling vision of what our future will look like. It follows, and builds on Vision 2016, Botswana's first national vision (1996 – 2016). On the 30th September 2016, 20 years will have elapsed, thereby ending that Vision period. This date also marks Botswana's 50th anniversary of independence.

What is clear is that the goals that were set in 1996 are enduring, and many remain relevant today. The over-arching ambition of Vision 2016 was to move us "Towards Prosperity for All". During the Vision 2016 period, Botswana enjoyed a long period of economic growth with significant advances in the quality of life of its citizens and in the reduction of poverty. Botswana have also come to realise the important role that a national vision plays in unifying the nation and guiding national development. These virtues cannot be overemphasised in nation building.

At the close of Vision 2016, Botswana is at crossroads. While we have made strides Towards Prosperity For All, we are still faced with a number of challenges. In particular, the successes of the past do not necessarily guarantee future success. The very components of our economy that have supported us will not necessarily do so in the future. In addition, a path that perpetuates the status quo, will not provide the living standards that we expect and aspire to. Given these realities we need to make the following reflections about our country:

- Do we as a country continue to rely on diamonds as the mainstay of our economy, or do we make concerted, serious strides towards diversification?
- Do we continue to generate our income from the consumption of our mineral good fortune, or do we focus on being competitive, productive and efficient?
- Do we adopt insular and inward-looking strategies or do we open up our country to investors and visitors, in the process creating a vibrant economy and society integrated into the global economy?
- Do we continue with policies that keep Botswana dependent on the state, or do we foster independence, self-reliance and unleash the entrepreneurial spirit of

our people, with the role of government being transformed from control to facilitation?

Through Vision 2036, Botswana is choosing a path of prosperity. A path that recognises our crossroads and that makes deliberate choices. A path that not only moves us Towards Prosperity, but a path that seeks to Achieve Prosperity for all our people. Our challenge remains low productivity, which renders us uncompetitive. Our starting point therefore is to be passionate about productivity as a nation.

Through Vision 2036, Botswana acknowledges and embraces a new era – an era to be characterised not only by clear plans, but by a deliberate and clear effort to execute our plans, strategies and initiatives.

We also recognise that the path ahead will not always be easy. Choices will need to be made, which may take us out of our comfort zones. Tough decisions will need to be taken and implemented. But we recognise that in doing so, we will be making huge steps forward in achieving prosperity for all.

CHAPTER 1: INTRODUCTION

The goals and aspirations of Botswana are encompassed in our new Vision. By 2036, Botswana will be a High Income Country. We will have migrated from an upper-middle to a high-income country status and in the process create broad prosperity for all. In order for Botswana to achieve prosperity for all, Botswana's economy needs to progress upwards. A stronger economy cannot be achieved without succeeding in all four of the Vision 2036 Pillars.

PURPOSE AND PILLARS OF THE VISION

The purpose of Vision 2036 is to achieve prosperity for all. **By prosperity, we mean achievement and fulfilment of our individual, community and national goals, and this applies at all levels.** This should be key in the mind of every Botswana as we pursue this Vision. It calls for doing. It calls for action.

The local and external context suggests a wide spectrum of issues that need to be addressed over the next 20 years, ranging from short-term to long-term systemic problems that require total transformation. This Vision and its complementary National Transformation Strategy (NTS) will therefore act as a compass that directs us to the ultimate goals, and will also help us to weigh competing alternatives and make strategic choices, prioritise and manage trade-offs. It will enable us to measure the quality of our progress by balancing our aspirations in the four pillars that will take us to our desired future:

- *Sustainable Economic Development*
- *Human and Social Development*
- *Sustainable Environment*
- *Governance, Peace and Security*

Vision 2036 also aligns our national agenda with the global agenda for sustainable development and the principles of Africa's Agenda 2063, ensuring that we pursue our national aspirations in a way that enables us to simultaneously meet global and regional goals.

VISION IMPERATIVES

Botswana is operating in a rapidly changing global, social, economic and physical environment. The Botswana society of 2036 will be significantly different from that of today, and will be more integrated into the global community. We will position ourselves to be relevant and competitive. The country will be adaptive to adverse conditions while exploiting new opportunities provided by globalization. In this regard, our journey towards the desired future will be characterised by the key imperatives of transformation, implementation, sustainability, flexibility and resilience, innovation, research and national values.

- **Transformation:** Botswana will actively seek to find innovative and breakthrough ‘game changers’ to propel us to a high-income status nation.
- **Implementation:** We will adopt a systematic and uncompromising approach to delivery of our programmes, projects and initiatives. This will be underpinned by strong leadership and accountability at all levels, in the non-state actors, private and public sectors.
- **Flexibility and Resilience:** Our country and its people will be equipped and prepared to operate in a rapidly changing global environment; to respond to changing circumstances and incentives; and to withstand and recover from both internal and external shocks that are beyond our immediate control.
- **Sustainability:** For enduring prosperity across all generations, we will pursue a sustainable development pathway, balancing social, economic and environmental objectives, underpinned by good governance, measuring our progress to reflect all forms of capital: social, human, economic and environmental.
- **National Values:** Our identity, our unique natural and cultural resources, the governance systems, tolerance of diversity as well as national values constitute a value proposition that makes Botswana a place to live, work and do business.
- **Innovation:** The transformation and progress that we seek will be driven by investments in innovation, research and development, including indigenous knowledge across all Vision Pillars thereby domesticating and accelerating the pace of technical and scientific advancement.

HOW THE VISION WAS DEVELOPED

This Vision was developed through a highly consultative, analytical and learning process led by a Presidential Task Team (PTT) comprising representatives from various stakeholders. The PTT was supported by a multi-disciplinary Secretariat. Further, the PTT undertook a countrywide consultation process to understand Batswana's aspirations for the next twenty years. These consultations extensively engaged communities, interest groups, organisations and individuals. This covered the general public, government, civil society, the private sector, international development organisations as well as Batswana living outside the country. Various mediums of consultations were used, including Kgotla meetings, focus group discussions, social media, television and radio programmes. The main purpose of the consultations was to get a consensus from Batswana as to what they would like their country to look like in the next twenty years.

The learning process included international benchmarking as well as consulting experts from other countries. The analytical process involved the review and analysis of local and international literature in the social, economic, environmental and governance dimensions, as well as a review of Visions from other countries. This Vision therefore expresses the aspirations of the totality of our community, and is underpinned by scientific evidence in addition to the local and global realities that are important to our future.

CHAPTER 2: SETTING THE CONTEXT FOR VISION 2036

Our journey into the future builds on, and will be shaped by, the realities of our past development performance and our national values, as well as the global development context within which we operate. These inform the broad strategies that we will adopt to drive our country towards Vision 2036. They also inform the baseline, targets and indicators that we will use to measure our progress towards our aspirations.

THE GLOBAL CONTEXT

The global environment is highly dynamic, and is characterised by uncertainty in a wide range of development parameters. New models of development are needed to operate in such a dynamic world. ‘Sustainable Development’ has emerged globally as a new paradigm and development approach, in order to address the needs of current generations without compromising the ability of future generations to meet their own needs. The overriding imperative is to balance the objectives of the social, economic and environmental pillars of development and, where such balance is not possible, to negotiate trade-offs among them at local, national and global levels.

The two global frameworks underpinning the Sustainable Development paradigm are Agenda 2030 on Sustainable Development and its associated Sustainable Development Goals (SDGs), and the new Paris Agreement on Climate Change, agreed in December 2015. The implementation of these frameworks will transform the world’s markets, technologies and economic and social systems to enable them to serve the needs of the people, the environment and economies.

The global agenda for Sustainable Development is based on five transformative shifts that the world will embark on in the next 15 years: leave no-one behind; put sustainable development at the core; transform economies for jobs and inclusive growth; build peace and effective, open and accountable institutions; and global partnerships. The SDGs address five areas of development that are equally important in realizing sustainability; people, planet, prosperity, peace and partnerships.

The global economic system is also changing, and has recently been characterised by economic crises and uncertainties on the world markets, including markets for diamonds, Botswana’s dominant export commodity. There is an increasingly strong mo-

mentum for achieving a green economy, which tends to strengthen the value of some of our natural endowments, while reducing the value of others. The world is also characterised by globalization and the rise of information and communication technology and the mobility of labour. By 2036, we will therefore be more connected and integrated into a rapidly changing world system.

THE REGIONAL CONTEXT

Development dynamics in the African region will also influence Botswana's future. One of the instruments that will shape the future of the continent is Africa Agenda 2063, whose vision is for an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force on the global arena. This agenda is aligned to the global agenda on Sustainable Development.

The southern African region is highly integrated through social, economic and cultural ties and also through shared natural resources of economic value such as water, wildlife and forests. With a combined population of over 250 million people, the region offers important market opportunities for the members of the Southern African Development Community (SADC). Through its vast natural resources, the region also attracts investment in areas such as extractive industries, tourism and agriculture. The region is, however, currently faced with energy, water and food security problems. In addition, the region has the highest HIV/AIDS prevalence rates in the world.

The key regional framework guiding development at the SADC level is the Regional Indicative Strategic Development Plan (RISDP), running from 2015 to 2020. The ultimate objective of RISDP is to deepen integration in the region with a view to accelerating poverty eradication and the attainment of other socio-economic development goals. It is designed to provide clear strategic direction with respect to a free trade area, common market, monetary and economic union. On a broader scale, SADC strategic focus for the 2015 – 2020 RISDP is on trade/economic liberalisation and development, infrastructure development, peace and security cooperation, and other social development strategies in the areas of education and human resources development, health, HIV/AIDS and other communicable diseases, food security and transboundary natural resources, statistics, gender development, science, technology and innovation as well as research and development.

THE NATIONAL CONTEXT

This Vision comes against a background of relatively strong performance in a number of areas. During the Vision 2016 period, per capita gross national income nearly doubled to US\$7,058 in 2014 in constant 2005 prices, though average GDP growth rates fell from 8.2% in the decade prior to 1996 to 5.3% in the second decade of the Vision. These increases in real per capita gross national income propelled the country to achieve lower middle-income status in 1987 and upper-middle-income status in 1991. Poverty rates dropped significantly, as the proportion of people below the Poverty Datum Line (PDL) declined from 47% in 1993/94 to 19% in 2009/10, while extreme poverty reduced substantially from 23.4% in 2002/03 to 6.5% in 2009/10. Botswana has maintained strong investment in social protection (4.4% of GDP), health (5.4% of GDP), and education (9.5% of GDP), resulting in extended service reach and accessibility.

As a country Botswana maintained high overall rankings in Africa on most development indices: the country ranked 3rd in sub-Saharan Africa on the UNDP Human Development Index in 2015, 3rd in the Mo Ibrahim Index of African Governance in 2014, 28th out of 168 countries globally on the Transparency International Corruption Perceptions Index in 2015 and 41st out of 180 on freedom of the media in 2014. However, there are concerns of visible trends of stagnation and regression in some cases, such as transparency and accountability.

Our country is highly endowed with natural resources, which have contributed to community livelihoods and economic development. A recognition of the role played by natural resources in economic development has resulted in the government making significant efforts in protecting and conserving the environment. As a result, approximately 25% of land surface area has been set aside for conservation, and two sites (Okavango Delta and Tsodilo Hills) have been listed as world heritage sites. The country's indigenous knowledge system of earthenware pottery making skills has been included in the UNESCO list of Intangible Cultural Heritage (ICH). Additionally, the country has large numbers and a diverse range of wildlife species, including the largest herd of elephants in the world.

Despite the efforts and some of the achievements realised, the country is still faced with challenges, mainly rangeland degradation resulting from overstocking and overgrazing due to the livestock sector and large elephant populations. The country is also losing

forests at a rate of 1% per annum. Moreover, there is widespread poaching of biodiversity by both locals and foreigners. One of the challenges that requires an innovative approach is widespread human wildlife conflict. Our water resources are declining and supply is compounded by heavy reliance on underground resources, which supplies 60% to 80% of total water demand. Most of our energy needs (95%) are met from fossil fuels, yet we have abundant sunlight, which we are underutilizing for solar energy.

Additionally, our country has not performed well in a number of areas. Our economy remains largely driven by our rich natural resource base. Minerals, especially diamonds, contributed 24% of GDP in 2014 and nature-based tourism contributed 3.2% in 2014, while agriculture contributed 2% of GDP. Notwithstanding its low contribution to GDP, agriculture remains an important source of our communities' livelihoods. The share of the services sector in GDP (39.4% in 2014) is also largely linked to the minerals sector and government. Minerals contribute a third of government revenues. These combined, show that our economy is vulnerable to any unfavorable conditions in the mining sector, particularly the price of diamonds.

While poverty rates have fallen significantly, the prevailing poverty levels are still high for an upper-middle-income country. Poverty is widespread in rural areas, with some areas experiencing rates as high as 46%, and is more pronounced in female-headed households, with high levels of child poverty. Income inequality as measured by Gini Coefficient has also remained high at 0.61 in 2009/10. In addition, the country is faced with high HIV/AIDS incidence rates, in particular among the youth, increasing prevalence of non-communicable diseases and a number of social ills such as substance abuse, domestic violence, indiscipline, child abuse, cohabitation, rape and others.

The country is also faced with high unemployment rates (above 20%), especially among the youth. The high youth unemployment is partly due to the fact that the supply of skills from the education sector does not match the needs of the job market. This skills mismatch has led to an oversupply of certain skills in the job market, resulting in high graduate unemployment, even though other skills are in short supply.

Botswana has performed poorly in terms of competitiveness, especially when compared with other upper-middle-income countries. Our Global Competitiveness Report ranking has fallen from a high of 56 in 2008/9 to 71 in 2015/16. While the country has performed well in macroeconomic terms, it has not done equally well in other dimensions, especially in innovation, market size, technological readiness, business sophisti-

cation and higher education and training.

The country has also not performed well on the ease of doing business, with the World Bank Ease of Doing Business Report ranking the country at 72 out of 189 countries in 2016, down from 38 in 2009. Poor work ethic, government bureaucracy, access to finance and restrictive labour regulations as well as infrastructure are the major factors affecting the ease of doing business.

We also face major challenges of poor service delivery and slow implementation of major government projects, resulting in ineffective and inefficient government programmes and eventually poor development results. Poor implementation, especially of major government projects, has resulted in huge losses of government revenues, due to cost overruns as well as some projects being abandoned altogether. This results in poor service delivery which denies our citizens full enjoyment of many services offered by government such as social upliftment programmes and health services. Therefore, there is increased dependency on government as the beneficiaries are not able to graduate from the social assistance programmes.

WHAT WE LEARNT FROM VISION 2016

Vision 2036 builds on the lessons learnt from Vision 2016, our maiden Vision, that sought to achieve prosperity for all through seven pillars, which elaborated our national aspirations. An evaluation of Vision 2016 performance shows that we achieved mixed results. A key lesson from Vision 2016 is that there is a need for a strong delivery system that will ensure implementation of policies geared towards the attainment of a national vision. A further key lesson is that the capacity for monitoring and evaluation (M&E) needs to be built into the Vision from the start, including a comprehensive set of indicators, as well as the statistical and institutional infrastructure for carrying out M&E. In addition, all development plans, especially National Development Plans should be aligned to the national vision for it to be attained. The successful attainment of a national vision requires the participation of government, private sector, civil society and individuals.

NATIONAL PRINCIPLES

Vision 2036 is anchored on our five national principles of democracy, development, self-reliance, unity and botho that have characterised post-independence Botswana.

- **Democracy** in our context means that we will all contribute to our own individual, as well as our country's wellbeing and development.
- **Development** means that ours will be a country free of extreme poverty and inequality. It means both economic and social development.
- **Self-reliance** means dependence on our own efforts and exerting them in building Botswana the way we wish it to develop.
- **Unity** represents our recognition that we are a nation made up of different ethnicities and races, standing on the beliefs of diverse political views and religious affiliations that make up the fabric that supports our national principles.
- **Botho** describes a well-rounded character, well-mannered, courteous and disciplined, who realises his or her full potential both as an individual and as a part of the community to which he or she belongs.

THE OVER-RIDING CHALLENGE: ESCAPING THE MIDDLE-INCOME TRAP

Botswana society of 2036 must be significantly different. Botswana must be prosperous and highly integrated into the global community. Currently, Botswana is an upper-middle income country, an achievement attained in the 1990s. We aspire to move up the ladder during the Vision 2036 period. This will not be an easy call as there is overwhelming evidence that points to the challenges of transitioning to high income status. The building blocks are there to launch the desired transformation. Our macro-economic stability, together with the many excellent policy and legal instruments position us to take the necessary big leap.

The transition to high-income status requires us to introspect and be bold in charting our way forward. We need to put in place conditions that will allow dynamic transformation. We must take deliberate steps to overhaul the current economic growth model, moving away from resource-driven growth, to growth based on high productivity, innovation and competitiveness.

CHAPTER 3: THE PILLARS OF OUR VISION

Botswana's economic, social, environmental and governance systems are interconnected, and define the pillars of our vision. Driving and coordinating these pillars towards a common destiny requires a fine balance that uses sustainability and transformation as a common lens and pathway to the future we want.

PILLAR 1: SUSTAINABLE ECONOMIC DEVELOPMENT

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**. As a small market, we will have a strong external focus and therefore our main market will be outside our borders. Botswana's economy will be diversified and private-sector led, with sustainable and viable opportunities. Our geographic location, coupled with an integrated transport network and leading-edge information and communication technology, will enable us to seamlessly trade and invest regionally and internationally.

Our economy will be efficient, vibrant, innovative and knowledge based, with access to a skilled and internationally competitive workforce, leading-edge technology and infrastructure. The prevailing environment will avail opportunities for both local and foreign investors to sustainably create and enjoy wealth. We will produce internationally competitive products and services for both the domestic and export markets. Business will not be hampered by unnecessary regulation and bureaucracy.

KNOWLEDGE-BASED ECONOMY

The use of science, technology and innovation to propel economies to high levels of efficiency is key to supporting socio-economic development. Countries benefit immensely from the generation, adoption and adaptation of technology and innovation to move their economies to higher levels. The necessity for a conducive environment that includes the policy, institutional, regulatory and legal framework to support all facets of a knowledge-based economy cannot be overemphasised. For instance, the protection of intellectual property rights is a very critical component in the quest to promote research and development (R&D) and innovation, as well as its commercialisation.

Botswana will be a knowledge-based economy. We will promote the use of science, technology and innovation in the social, economic and business spheres in order to enhance the benefits of efficiency. Our education, training and skills development systems will be developed accordingly to embrace science, innovation and technology. This will be supported by appropriate mechanisms to encourage commercialisation of the results of R&D and innovation, including adequate protection of intellectual property rights as well as indigenous knowledge. Adequate structures and resources will be put in place to promote and support R&D as an anchor for excellence and production of high quality and competitive goods and services. We will provide a conducive environment for the development and nurturing of a culture of entrepreneurship from a people of a young age.

HUMAN CAPITAL

Human capital plays a critical role in the development of the economy. Investment in it can be used to produce human resources that drive growth across the economic sectors. Productive and competitive human capital is also an enabler for the development of emerging industries and new sources of economic growth. Domestic human capital that is integrated into the global labour market promotes higher productivity, competitiveness and skills transfer. Accommodative immigration laws and regulations are necessary to promote the needed inward migration of highly skilled foreign workers and investors into the economy. Outward migration of skilled and internationally competitive workers has great potential to deal with the high levels of unemployment, especially among the relatively young population.

Our country will have developed an internationally competitive workforce that is productive, creative and has international exposure. The economy will be endowed with skills that are competitive and relevant, offering domestic, regional and international opportunities. We will develop institutions and linkages that enable production of internationally competitive human capital. The flexibility in our processes to develop human capital will enable the economy to develop new sources of wealth creation. Botswana will be integrated into global labour markets, meaning that Botswana will work in other countries, and foreigners will work and invest in Botswana. Our immigration laws, regulations and processes will be reviewed to promote inward migration of skilled and experienced foreign workers. Also, programmes will be developed to encourage targeted outward migration of our people to utilise opportunities in the global labour market.

DOING BUSINESS AND COMPETITIVENESS

The ease of doing business and global competitiveness are vital for attracting domestic, foreign direct and portfolio investment.

Botswana will be a destination of choice for investment. We will avail conditions for doing business that are attractive for investment by creating a facilitative regulatory environment, supporting infrastructure and a competitive, highly productive workforce. We will open up our economy and our country to the global world and to international expertise and know-how, and make foreign investors feel welcome. We will welcome foreign investors who wish to invest and live in Botswana.

INFRASTRUCTURE DEVELOPMENT

Infrastructure plays a major role in influencing the location of economic activities and it contributes to a balanced and sustainable development within a country, region and the globe. It spurs investment in all sectors of the economy.

Botswana will have leading and appropriate infrastructure to promote economic diversification and international trade. We will develop world-class infrastructure to facilitate the diversification of the economy and international trade opportunities.

INFORMAL SECTOR AND THE MICRO AND SMALL ENTERPRISES (MSEs)

Informal sector businesses, most of which are operated at family-level and are micro and small in nature have been found to contribute significantly to some economies. When such enterprises are supported to increase their productivity, formalise their activities and improve their level of compliance, their contribution to the development of their respective economies could be enhanced.

Botswana will have a vibrant micro and small enterprise sector that contributes significantly to the economy, creating decent jobs and providing sustainable livelihoods for our people. Necessary support structures will be developed to encourage the firms in the informal sector to be organised and formalised. Legal and regulatory compliance measures, including taxation, will be reformed to reduce their burden on the informal sector and MSEs. The requisite mechanisms will be instituted to collect and analyse data on the activities of the informal sector, and its contribution to the economy, in order to inform policy, regulation, institutional and legal framework for its support.

MINERAL SECTOR

The diamond led mineral sector is an important contributor to our economy. It is a major source of government revenue, foreign direct investment and foreign exchange earnings.

We will have a sustainable, vibrant and diversified mineral sector that is integrated into other sectors of the economy. We will mine and beneficiate mineral resources where viable, and exploit the entire mineral value chain. We will pursue initiatives that ensure continuous social and economic activity in mining areas post mining. Technology will be used to enhance the efficiency and competitiveness of mining and beneficiation activities.

AGRICULTURAL SECTOR

Many of our people live in rural areas where agricultural activities take place. If well supported and productivity and competitiveness were improved in the agricultural sector, it could have a direct positive impact on the livelihoods of many of these people through provision of food and creation of employment. Agriculture also has the potential to contribute to government revenue generation and export earnings.

Our country will have a sustainable, technology driven and commercially viable agricultural sector. We will develop a disease-free agricultural sector that optimises the use of land (and other resources), utilising technologies and modern farming methods to improve productivity. We will encourage the development of private sector led value chains in the agricultural sector including the production, processing, marketing and distribution activities.

MANUFACTURING SECTOR

Our manufacturing sector has potential to contribute more to GDP by attracting investment, which will in turn create sustainable employment opportunities.

Our manufacturing sector will produce commercially viable, high value products targeted at the export market. We will develop and deploy a skilled workforce utilising appropriate technology to add value to natural and imported resources to create high value products for the export market.

TOURISM SECTOR

The tourism industry is one of the major contributors to economic growth, diversification and job creation. Our tourism sector is currently significantly dependent on wildlife.

The tourism industry will be diversified to provide economic growth and employment opportunities for local communities. We will develop a diverse and varied tourist industry capitalising on the country's vast wildlife, areas of natural beauty and its geographical positioning to offer MICE (Meetings, Incentives, Conferences and Events) tourism, including sports, adventure and lifestyle tourism. The country's fragile ecosystem will be protected through the pursuit of sustainable policies, with the local communities empowered to participate and benefit meaningfully from the industry.

SERVICES SECTOR

The services sectors are already contributing significantly to GDP and employment creation and are key enablers of other sectors to enhance their contribution to the economy. The key challenge is to expand the contribution of services to exports.

Our services sectors' contribution to GDP, employment and exports will be increased to enhance our economic diversification efforts. Our services will be developed to be internationally competitive and exportable to other countries. Special emphasis will be placed on Information and Communication Technology (ICT), Financial and Business Services, and Transport and Logistics Services.

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

In contemporary economies, the ICT sector contributes significantly to the economy. It is also a crucial enabler of efficient product and service delivery across all economic sectors including in the delivery of government services.

We will leverage leading information communication technology (ICT) as a key contributor to economic growth and employment whilst also enabling an efficient private and public sector. An enabling environment, including digital access and the relevant regulatory framework will be improved to enable the development of a private sector led ICT industry.

FINANCIAL AND BUSINESS SERVICES

Botswana has exhibited a strong, resilient and fast-growing financial and business services sector that is underpinned by a robust legal and regulatory framework. Financial and business services have potential to create jobs and generate export earnings.

Botswana will utilise developed financial services capability to fund investment opportunities and generate wealth through the export of financial services. We will diversify the financial and business service products, develop them to international standards and promote their exports.

TRANSPORT AND LOGISTICS SERVICES

Transport and logistics services are essential for the economy to support the movement of persons, goods and services.

Our country will be developed into a regional transport corridor moving and connecting people, goods and services with the rest of the world. We will leverage our geographic location by linking our economy regionally and internationally through private sector participation in the development of our transport infrastructure.

CREATIVE INDUSTRIES

Our creative industries are an upcoming sector that possesses great potential to create employment, diversify the economy and earn foreign exchange.

Our creative industries will be expanded, with products packaged for the national, regional and international markets. We will develop world class infrastructure and facilities as well as institutional, legal and regulatory frameworks that protect and support the development of the creative industries.

SPORT

Sport is a sector that has potential to contribute to the economy and can be used to propel the pride of our nation and promote unity.

We will have a self-sustaining sport industry, producing more globally competitive sportspersons. We will develop sport into business and commercial activities and

enhance its ability to contribute to the economy. Our sporting activities will be linked with the activities in other sectors such as transport, travel and tourism to harness the benefits of the value chains.

PILLAR 2: HUMAN AND SOCIAL DEVELOPMENT

By 2036 Botswana will be a moral, tolerant and inclusive society that provides opportunities for all. All members of society will contribute to the social upliftment and development of the family, community and the nation at large. The nation will promote equal opportunities for all and ensure that prosperity is widely shared through active participation, leaving no one behind. Additionally, all members of society will not only enjoy material wellbeing but also political, cultural, social, financial and spiritual wellbeing. Healthy individuals are critical contributors to happiness and productivity. Botho will be the cornerstone that guides our lives into the future.

SPIRITUAL WELLBEING

Faith is the foundation upon which society builds its moral and ethical standards for social development and cohesion.

Botswana will be morally upright and tolerant of one another, irrespective of gender, age, location, religion or creed, ethnic origin, sex, disability, language or political opinion. Freedom of worship will continue to be guaranteed to promote tolerance, peace and social cohesion across all sections of our society. The principle of Botho will be an anchor that guides our lives. Among others, faith-based institutions will play a significant role in shaping the morality of our society.

CULTURE

Culture represents a unique, dynamic and irreplaceable body of values, traditions and languages. Culture is a critical ingredient of nation building and attainment of national cohesion.

Botswana will be recognised by their cultural heritage and identity. Botswana will maintain institutions that promote our cultural and traditional practices to achieve our objective of achieving an inclusive and equal opportunity nation. Botswana culture will enable our communities to freely live, practise and celebrate their diverse cultures. We

will preserve and promote our cultural heritage through research and documentation.

STRONG FAMILY INSTITUTION

The family is the foundation of society and therefore it should be strengthened to ensure strong national building blocks. It is where life begins and is nurtured, and values are inculcated. It is also central to household, community and national socio-economic stability.

Botswana society will have strong family structures and values that produce and nurture responsible citizens. The institution of marriage will be actively promoted and parents will play a primary role in the upbringing of their children to guarantee their basic rights and responsibilities. Our traditional family values will also be promoted to ensure that they become resilient in the face of global environment.

HEALTH AND WELLNESS

Good health and wellness are basic human rights and necessary conditions for development. This notwithstanding, Botswana is facing a rise in lifestyle and non-communicable diseases. There is also a continuous burden of communicable diseases such as HIV and AIDS, TB and malaria. It is therefore the responsibility of the state to guarantee access to health care services of the highest standard attainable, and of individuals to pursue healthy lifestyles.

Botswana will live long and healthy lives. We will develop world class health care services through technologically advanced and innovative healthcare delivery systems. Botswana will have reduced HIV and AIDS to minimal levels through emphasis on prevention, treatment, care and support. The prevalence of non-communicable diseases will be reduced through multiple approaches that recognise individual and institutional roles and responsibilities.

SOCIAL INCLUSION AND EQUALITY

Social inclusion is central to ending poverty and fostering shared prosperity as well as empowering the poor, and marginalised people, to take advantage of burgeoning opportunities. People should be capacitated to have a voice in decisions that affect their lives. Our people will enjoy equal access to information, markets, services, political, social and physical spaces.

Marginalised population groups will be empowered to positively contribute to the country's development. Through social inclusion, Botswana will provide opportunities for decent employment, comprehensive social protection and social safety nets. No one will be disadvantaged on any basis, for example gender, age or background. Opportunities will be provided for the poor to help themselves with their own efforts.

People Living with Disabilities and the Elderly people will have equal access to services and socio-economic opportunities. People living with disabilities and the elderly will be empowered to have equal access to services and socio-economic opportunities enjoyed by all Batswana. Policies, programmes and laws will be reviewed (including infrastructure development) to accommodate the needs and interests of people living with disabilities and the elderly.

Social protection will continue to be provided to support the most vulnerable members of society. The social safety net plays an important role in supporting poor and vulnerable individuals and households. However, it will be reformed to improve targeting, reduce waste and ensure that social protection is delivered more effectively.

EDUCATION AND SKILLS DEVELOPMENT

Education and skills are the basis for human resource development. They provide citizens with competencies to attain their full potential, thereby enabling them to effectively compete globally.

Botswana society will be knowledgeable with relevant quality education that is outcome based, with an emphasis on technical and vocational skills as well as academic competencies (education with production). To achieve this, access to quality education will be compulsory and students will only progress having satisfied the minimum requirements. Life-long learning and training opportunities will be provided for all, with equal emphasis on academic, technical and vocational skills. The education curriculum will be aligned to the needs of the economy and Business, Science, Mathematics and Technology will be taught right from primary to tertiary level.

GENDER EQUALITY

Women and men contribute to the socio-economic, political and cultural development of a nation. Equal rights and opportunities for women and men in all areas of society

will enable full participation for them in national development.

Botswana will be a society where all men and women have equal opportunity to actively participate in the economic, social, cultural and political development of their country. In particular, emphasis will be placed on ensuring equal women participation and representation in politics. Botswana will domesticate human rights treaties that aim to promote gender equality, empower women and make deliberate efforts to end gender discrimination and gender-based violence.

YOUTH

Youth hold much potential to contribute to the overall development of Botswana and making it globally competitive.

Botswana will have made relevant investments in its youthful population in order to reap the demographic dividend. Targeted initiatives will include better education, improved sexual and reproductive health, the creation of economic opportunities, the opening up of political space, and the provision of requisite governance structures for their participation.

CHILDREN'S WELLBEING

Children need love, protection and support to grow into productive and responsible citizens.

Botswana will have a safe and enabling environment for children to grow to reach their full potential. This will be achieved through strong family support, safe and secure environment, quality education and health. Our children will be empowered to understand their rights and responsibilities.

PILLAR 3: SUSTAINABLE ENVIRONMENT

By 2036, sustainable and optimal use of our natural resources will have transformed our economy and uplifted our people's livelihoods. Achieving this aspiration will involve observing the ecosystem's carrying capacities, applying limits of acceptable changes and promoting maximum sustainable yield for renewable resources. Non-renewable resources will be mined in an environmentally friendly way, and the proceeds reinvested into man-made capital stock, human capacities and financial assets

that can be productively harnessed for future generations. We will account for the full economic value of our natural resources and ecosystems. Investment, research and innovation will be vital in the support and implementation of a transformative agenda towards a green and resilient economy.

ECOSYSTEM FUNCTIONS AND SERVICES

We recognise the multi-functional roles of biological diversity (animals and plants) as economic resources, providing life supporting services and enhancing community resilience.

Botswana will have healthy ecosystems that support the economy, livelihoods and our cultural heritage as well as enhance resilience to climate change. We will place natural resources conservation, traditional knowledge systems and economic development at the top of our agenda. Maintaining a healthy ecosystem will involve improved and increased conservation and management efforts through pursuing green growth strategies. Communities will be actively involved in management, implementation and allocation of benefit from natural resources. The role of research in the identification and development of marketable products will be critical while safeguarding against invasive species and bio-piracy.

SUSTAINABLE UTILISATION OF NATURAL RESOURCES

As a nation, we recognise that some of our natural resources are non-renewable, and therefore call for allocational equity within and between generations. As for renewable natural resources, it is acknowledged that these can be depleted or become extinct if not exploited responsibly. Botswana is also faced with diminishing water resources, energy challenges as well as land management issues. We therefore recognise our role and obligation as caretakers of these resources for future generations. Global warming and climate change add further challenges to sustainable natural resource utilisation, especially with regard to water supplies and land management.

We will manage and allocate our natural resources in an efficient and environmentally sustainable manner. Principles of sustainability, efficiency and optimal allocation in the use of our resources will be strongly pursued. Strategies for sustainable resource utilisation will be developed and supported by overarching environmental legislation. For non-renewable resources, we will use exploitation methods and tech-

nologies that have minimal environmental and social impacts and take responsibility in restoring mining sites back to their original state. We will also pursue efforts to ensure the social and economic sustainability of mining settlements once mining ceases. Appropriate strategies will also be developed and implemented for resources such as forestry, fisheries, wildlife, land, veldt products and any others.

WATER SECURITY

Water is a scarce resource in Botswana, and it is envisaged that the situation will worsen in the future. A strategic shift towards water use and allocation efficiency will be significant in managing our scarce water resources. Ensuring availability and equitable access to water and sustainable water management is the responsibility of key players.

We will be a water efficient and water secure nation. We will pursue and promote integrated water resource management strategies, including policy instruments and public education that encourage water efficiency and conservation efforts; conjunctive use of surface and groundwater, and promotion of artificial recharge for groundwater.

ENERGY SECURITY

Energy is an important ingredient in social and economic development. The key factors for sustainable energy are availability, accessibility, safety, affordability and reliability.

Botswana will be energy secure, with diversified safe and clean energy sources, and a net energy exporter. The energy sector will be transformed through the exploitation of renewable resources to complement the use of non-renewable resources. Emphasis will be placed on energy efficiency as a management strategy to meet escalating energy demand. Appropriate technologies that enhance energy efficiency and minimise the emission of greenhouse gases will be used. A conducive environment, backed by policy and legislation, will be created to allow for and facilitate private–public partnerships and investment in clean energy technology and renewable energy sources.

SUSTAINABLE LAND USE AND MANAGEMENT

Land is a finite resource and its management regime affects the well-being of all ecosystems such as humans, forests, wetlands and wildlife species. It is therefore important

that land use planning takes into cognisance the central role of land as the ultimate determining factor for sustainable development.

Our land management system will be transformed to optimally balance all land uses. We will manage the trade-offs among economic, social and environmental needs to resolve potential land use conflicts. We will also balance the current needs for land with those of future generations. Comprehensive land maps based on biological diversity, soil suitability and species distributions will inform land allocations backed by land use and optimisation strategies.

SUSTAINABLE HUMAN SETTLEMENTS

Our cities, towns and villages will be safe and clean, providing decent and affordable housing and economic opportunities for all. Settlements are centers of concentrated social and economic activity, and will continue to grow in the future. We will plan and design all settlements, dwellings and associated infrastructure and amenities in an integrated manner to be socially inclusive, environmentally friendly and economically vibrant, supporting positive links between urban and rural areas for sustainable national development.

CLIMATE RESILIENCE AND DISASTER RISK REDUCTION

Global warming and climate change are unequivocal and could dampen a country's desired economic growth and development. As a nation, we recognise the possibility that disasters such as fire, floods and drought could worsen with increased incidents of climatic variability. We therefore take a strong stance to include climate change vulnerability assessments, adaptation and mitigation into our development planning.

Botswana will have a low carbon footprint, with a society that is aware of and resilient to the consequences of climate change. Our planning and decision making will take cognisance of vulnerabilities, and provide for implementation of appropriate mitigation and adaptation measures. We will also strengthen efforts towards disaster risk management and early warning, as well as public education and awareness, and be a global player committed to global climate change efforts.

POLLUTION AND WASTE

Environmental pollution is one of the challenges facing the country and we acknowl-

edge that if not contained, it will intensify in the future due to population and economic growth.

Botswana will be a clean country with solid waste viewed as a resource and its economic value integrated in natural resource planning and management. We will vigorously pursue green growth strategies, use resources efficiently and reduce pollution. We will promote reuse and recycling, which will require separation of waste at source. This will be backed by public education, appropriate policy and legislative instruments, development and implementation of emission standards, and improving the efficiency and effectiveness of our public transport system. Promotion of the use of non-motorised mobility, such as walking and cycling, will be actively pursued. Equally important will be improved access to sanitation.

PILLAR 4: GOVERNANCE, PEACE AND SECURITY

By 2036, Botswana will be a land of peace, freedom and progressive governance. Crime and corruption in our country will be reduced to minimal levels, with civil society organisations and the community being active participants in the national development process. Botswana will have an accessible and efficient judicial system and will be a peaceful and politically stable country that is an attractive destination for investment. Our country will remain a committed member of the international community whilst maintaining her international image. In order to achieve transformation and meet the expectations of Botswana the constitution and legal framework will be reviewed and reformed.

CONSTITUTION AND HUMAN RIGHTS

The constitution and human rights framework of Botswana will ensure human equality, uphold the rule of law, guarantee the inalienable birthright of citizenship, while offering individual liberties in which all residents are allowed and encouraged to contribute positively to society.

Botswana will live in full enjoyment of their constitutionally guaranteed rights. Botswana will be among the top countries in the protection of human rights. These rights will be based on the principle of the supremacy of national and community rights over individual rights.

INSTITUTIONAL FRAMEWORK

Established institutions provide efficient and effective services, supported by a robust legal framework and decentralised governance. They allow for inclusive participation in the development process, upholding justice, fostering transparency, accountability, nurturing peace and ensuring a cohesive progressive nation.

SEPARATION OF POWERS AND EFFECTIVE OVERSIGHT

The letter and spirit of our constitution establishes the separation of powers between the executive, the judiciary and the legislature which are supported by statutory and independent oversight institutions to provide public services that are built on world-class oversight mechanisms.

The three arms of government will maintain operational independence to ensure their credibility and public confidence. These will be supported by strong and fully independent oversight institutions, which will be empowered to strengthen progressive governance.

BOGOSI AND THE KGOTLA SYSTEM

Bogosi is the oldest continuous institution in Botswana and has played a significant role in the establishment of our republic. It is an institution that has contributed immensely to the good governance of our country. It has promoted, coordinated grassroots initiatives, reinvigorated *mephato* and the spirit of volunteerism that historically characterised traditions of Botswana. The kgotla system is the bedrock of our traditional democracy together with *bogosi*. During the Vision period, attention will be given to developing a meaningful role for traditional institutions in a modern, urbanised, democratic society.

Bogosi will be a visible, functional and empowered institution of governance contributing to national development. Bogosi will continue to maintain social order and cohesion, and foster tolerance among the different communities. The power of Dikgosi in community development and the management of public affairs will be continually reviewed to realign them with emerging needs. Botswana laws in respect of customary law and common law shall be harmonized. All ethnic groups will have equal recognition and representation at Ntlo ya Dikgosi. The kgotla will continue to be a forum for community discourse and mobilisation, development planning, and sustenance for peace and unity.

DECENTRALISATION

Decentralisation promotes participatory development, and local level institutions are important vehicles of bottom-up development planning and community driven development. Through decentralisation, services are taken closer to the people on one hand, while their voice is heard through local level political representation on the other.

The decentralisation of power, decision making, resource mobilisation and service delivery will underpin our governance system. We will promote active participation of local authorities in driving development in their respective localities through legal and constitutional reforms. Our local authorities will be empowered through devolution of political and administrative powers to make decisions, mobilise own resources, promote local economic development, and partner with other development actors such as the private sector and civil society in delivering quality services to their communities.

CIVIL SOCIETY PARTICIPATION

Civil society organisations, including trade unions and faith based organisations, act as watchdogs and play a pivotal role in identifying gaps and advising government on key socio-economic issues.

Civil society organisations will be partners and legitimate actors in the national development process. We will empower and support our civil society organisations to undertake those functions that are complementary to government development efforts. Our civil society will be vibrant, representing the voices of the community, especially the disadvantaged.

RELIGION AND SOCIETY

Religion is part of the fabric that holds society together. Yet under some circumstances it can be detrimental to society. In Botswana, religious organisations have been instrumental in the building of the country and will continue to do so in the future. They continue to provide services such as medical treatment, leadership, orphan care, education, to name but a few. Botswana is a plural society and different religions have and will continue to play a major role in the development of this country.

Botswana's religious institutions, in partnership with government, will play an increased role in safeguarding morality, promoting tolerance, and assuring progressive governance. Our society's moral values will be premised on a variety of ethics, including religious ethics. Religious organisations will play a key role in advising the government on moral and governance issues. All religions will be accorded the respect to play a meaningful role in Botswana's socio-economic development.

TRANSPARENCY, ACCOUNTABILITY AND IMPLEMENTATION

Transparency and accountability are prerequisites for progressive governance and building trust between the public, public institutions, private sector and civic institutions. Without this, corruption can flourish, obstructing development and the provision of quality services, and promoting capital flight. Efficient public service delivery enhances accountability and prevents corruption.

Botswana will have transparent and accountable leadership across all sectors. Our public officials, including leadership in the political and private sectors, as well as civil society, will be answerable to the public for their commitments, actions, and inactions. Access to information will be a protected right and will spur public participation.

Botswana will have zero tolerance for corruption. Botswana will maintain her reputation as one of the least corrupt countries in the world. The fight against corruption will be the responsibility of all citizens.

Our public sector in partnership with other stakeholders will offer first class services and do more with limited resources. Our national tradition of *botho* will imbue our service delivery systems to protect the dignity and self-esteem of customers and improve access to services. Public authorities will provide services through modern interactive platforms. The public service will be reformed as necessary to improve service delivery.

ELECTORAL SYSTEM AND POLITICAL REPRESENTATION

Effective electoral management system and regular free, fair and credible election of leaders into office are important ingredients of a democratic system. All these are premised on an electoral system that is acceptable to the majority of the electorate.

Botswana will be a mature liberal democracy of international standing. The elec-

toral management system will offer fair, free and credible elections that ensure elected representatives are chosen in a manner consistent with the electorate's aspirations and preferred voting system. Our electoral system will satisfy the ever evolving expectations of citizens. Our electoral management system will be anchored in an independent, efficient electoral management body. Political representatives across the political divide will be equally respected and acknowledged. They will be educated and have the relevant exposure to lead a modern and evolving society.

CRIME, PEACE AND SECURITY

A crime-free environment is a prerequisite for peace and stability. Socio-economic development, freedom from fear and violence, safe neighbourhoods and an efficient justice system should be the norm. A peaceful and politically stable country is an attractive destination for investment.

Botswana will be a peaceful society with low levels of crime. Citizens, residents and property will be protected, while social order and justice will be maintained. Communities will partner with security services in fighting crime. Road safety, the safety of people, property and other resources will be guaranteed. Botswana's international standing as a peaceful and stable country will continue to grow as it becomes a regional and international role model. Botswana will lead dignified lives assured of the absence of armed conflict and the country will uphold the rights and freedoms of all.

FOREIGN RELATIONS

Peaceful coexistence, respect for, and cordial relations with all countries in the world, promote international trade and investment, assure territorial integrity, sovereignty, and a shared destiny with neighbours, the region, and beyond. Botswana's international standing as a peaceful and stable country will continue to grow as it becomes a regional and international role model in demonstrating the significance of peace in socio-economic and political development, which peace has become our culture and a prized intangible asset to be nurtured and sustained.

Botswana will be a responsible, committed and respected member of the international community. We will broaden and strengthen our external partnerships as well as actively participate in global governance and international trade. We will also work with our neighbours on shared resources and develop new economic opportuni-

ties based on these resources and our natural and cultural connectivity. Our country is strategically located at the heart of the SADC region. We will use this as an opportunity to serve as a regional hub and corridor for the movement of goods, services and people.

FREEDOM OF EXPRESSION AND ASSOCIATION

The role of the press and civic associations such as trade unions and political parties is a key component of a robust, tolerant and healthy democracy. We will have a democracy whose citizens and residents are informed and free to express their views. The media fulfills a key role in the freedom of expression, dissemination of factual information, transparency and accountability.

Botswana will continue to guarantee constitutional rights to being informed, to freedom of assembly and expression of opinion. Tolerance of varied opinion will be encouraged and assurance of individual privacy will remain paramount. The principle of dialogue (*Ntwa kgolo ke ya molomo*) will be preserved.

CHAPTER 4: DELIVERING THE VISION

The achievement of the Vision is a national responsibility. We all have an important role to play. Collective ownership and strong leadership from the top levels of government are key for bringing about the results that we all aspire to. The State President will provide the leadership and champion the delivery of the Vision. We also need to define an effective, efficient, strategic and holistic implementation approach to Vision 2036 as a critical first step.

We will, therefore, put in place effective mechanisms to drive, coordinate and monitor implementation across a wide range of stakeholders. The four components of this system are a Transformative National Strategic Planning System, an Institutional Delivery Mechanism, a Monitoring and Evaluation System and a Communications and Change Management System.

NATIONAL TRANSFORMATION STRATEGY

To deliver our Vision, we will develop a comprehensive National Transformation Strategy (NTS) that will act as the single strategy reference document, subject to periodic reviews to reflect changing global and local emerging trends. The NTS will provide a framework for fully coordinated, articulated and aligned sectoral and enterprise strategies in the public and private sectors, at national and local levels. It will also provide the framework for resolving policy conflicts, where they arise, and for taking bold decisions that reflect long-term national needs rather than short-term interests. National Development Plans (NDPs), including District and Urban Development Plans, will be the vehicles used for executing the NTS. Achievement of this Vision is anchored on multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources. The NTS will clearly lay out the fundamental changes needed in policy, institutions and mindset needed to transform Botswana from an economy based around the management of windfall gains from minerals to one based on competitiveness, productivity, efficiency and openness to the world. Acceptance of this Vision means acceptance of the bold and ambitious changes that will be entailed in this NTS. The four key changes required are:

- Moving away from dependence upon diamonds and government, and making concerted, serious strides towards economic diversification.
- Generating national income from being competitive, productive and efficient, rather than from the consumption of our mineral good fortune.

- Opening up our country to investors and visitors, in the process creating a vibrant economy and society integrated into the global economy.
- Enabling Batswana to be independent, self-reliant entrepreneurial in spirit, rather than dependent upon the state, and transforming the role of government from control to facilitation.

INSTITUTIONAL DELIVERY MECHANISM (DELIVERY UNIT)

Implementation of the Vision will be driven by a competent institution, properly mandated and resourced to ensure effective execution. This delivery unit will ensure that major projects are delivered. For effective delivery, there may be a need for policy reforms, review of structures, processes and legal framework. The institution charged with delivery will have four main functions:

- Championing the execution of the National Transformation Strategy, including ensuring that it is reflected in NDPs, budgets, policies, laws and public sector projects;
- Strategic co-ordination of projects and policies, especially where these cut across different government agencies (ministries and parastatals), ensuring that there is integration of activities and decisions across the public sector;
- Resolving policy conflicts, so that the long-term Vision goals (vigorous, sustainable, equitable growth, as well as an open economy and society) remain paramount;
- Co-coordinating the implementation of major public sector projects and ensuring that they are delivered on time and within budget.

This institution will have oversight across government (taking a ‘bird’s-eye view’), enabling it to play a strategic, coordinating role, with decision-making power where necessary. It will be part of government, and will primarily focus on the activities of government and the public sector more broadly. However, it will also – utilising the monitoring and evaluation function below – track the achievements of the private sector and civil society in contributing to, and achieving, Vision objectives and targets.

MONITORING, EVALUATION AND ACCOUNTABILITY SYSTEM

We will give particular attention to monitoring, evaluation and reporting throughout the vision period. M&E will have several functions, supported by a policy and where

necessary legislative environment. First, it will track the progress on targets that are specifically related to vision goals, which are included in this document. Second, it will report back on these achievements. Third, and more broadly, it will facilitate, conduct and commission M&E for government activities every five years to inform the new planning agenda. This will have several important components:

- Conducting M&E activities that are provided for in policy documents, in order to assess the implementation and impact of policies; similarly, with NDPs;
- Conducting appraisals of proposed development projects in order to ensure informed decision making, and rational and effective allocation of scarce public funds;
- Conducting ex-post evaluations of development projects in order to determine whether the anticipated benefits and returns were in fact achieved;
- Assisting government in evidence-based policy making, review and reform.

Effective M&E also provides the foundation for accountability. Without it, institutions and individuals cannot be held accountable for the achievement of agreed performance targets. Implementation of an effective M&E process will involve working closely with agencies responsible for collecting and compiling data, including Statistics Botswana, administrative entities, the private sector and civil society, and international agencies. It will encourage improvement in the quality of statistics and other information that will contribute to achieving transparency and accountability, and will help in tracking Botswana's performance under the Sustainable Development Goals. It will contribute to a radical shift from a focus on inputs and processes to a focus on development outcomes. This is critical, as it will create a results-oriented culture.

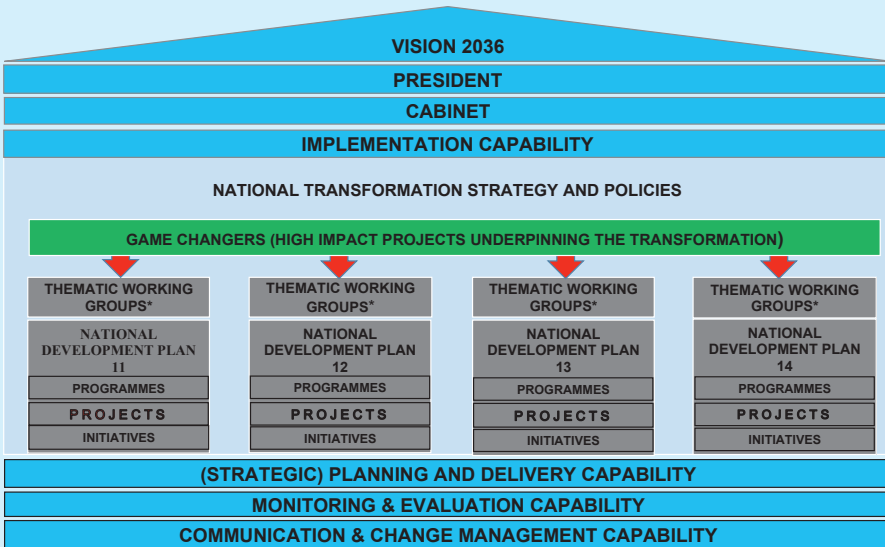
The M&E function will also be part of, but somewhat separate from, government. Its independence must not be compromised, and will enable it to carry out a kind of audit role, and to 'speak truth to power'.

COMMUNICATIONS AND CHANGE MANAGEMENT SYSTEM - CAPTURING PEOPLE'S HEARTS AND MINDS

Vision 2036 must be embraced by the wider populace as it serves as an important instrument in unifying the nation. Its success will depend on keeping our destination in the clear view of all stakeholders through continuous communication efforts. We will therefore develop a Communications Strategy and run a comprehensive commu-

nication campaign from the beginning and throughout the Vision period, keeping all members of society informed of the progress we are making towards our aspirations. This will encourage both its ownership and support, and also inspire all to be part of the implementation process. It will also encourage the leadership of state and non-state actors to create a supportive environment to achieve the vision. Key to the communication strategy is the need to inspire citizens' attitudes and mindsets to be in line with this vision.

FIGURE 1: VISION 2036 DELIVERY MECHANISM



APPENDIX 1: HIGH LEVEL OUTCOME INDICATORS

Outcome	Indicator	Data Source	Target (2036)	Baseline (year)
Sustainable Economic Development				
High-income country	Annual average rate of growth of real GDP	National Accounts	6%	4.7% (2005-2014)
	Real Gross National Income (GNI) per capita (2005 prices)	World Development Indicators	TBD	US\$7,058 (2014)
Diversified economy	Non-diamond export as a percentage of GDP	BIMTS, BoB	2021: 23%	15% (2014)
			2026: 27%	
			2031: 32%	
			2036: 39%	
Preserving national wealth	Annual average rate of growth of non-diamond real GDP	National Accounts	6.4%	7.0% (2005-2014)
	National wealth (assets)	Bank of Botswana	TBD	340% (2014)
Competitive and productive economy	Total factor productivity (TFP) growth	BNPC	3.2% p.a.	1.4% (2004-2013)
	Global Competitiveness Ranking	WEF	TBD	71 (2015)
	Doing Business Ranking	World Bank	TBD	74 (2015)
	Unemployment rate	Various surveys	5%	20% (2013)
Adequate employment opportunities	Number of new formal sector jobs a year	StB Employment Survey	17,000	1,500 (2011-15)
Broad-based prosperity	Legatum Prosperity Index (ranking)	Legatum Inst.	TBD	77 (2015)

Human and Social Development				
	Share of population living under poverty datum line (head-count poverty rate)	Household survey (BCWIS)	TBD	6%
Socially Inclusive	Multidimensional poverty index (MPI),	Multiple, including BCWIS, PHC	TBD	TBD
	Gini coefficient	Household survey (BCWIS)	0.45	0.6
Gender Equality	Human Development Index (ranking)	UNDP	TBD	106 (2014)
	Gender Gap Index	WEF	TBD	55
Long and healthy lives	Life expectancy at birth	PHC/UNDP HDI, plus other possible surveys	74	64 (2013) (UNDP) 68 (2011) (StB)
	HIV incidence rate	BAIS	0.35%	1.09%
Quality Education		TIMSS	TBD	475
	Share of trained workers in the workforce	LFS, PHC	24% (2021) 30% (2026) 36% (2031) 42% (2036)	18% (2011)
Sustainable Environment				
Food Security	Global Food Security Index (GFSI)	FAO/EIU	TBD	Rank: 46/109 Score: 63/100 (2015)

Water Security	Annual water abstraction as a share of sustainable yields of surface water and groundwater	DWA water accounts	90% or less	Not known
	Water recycling (% of water at treatment works that is re-used)	DWA water accounts	96%	Not known, perhaps 10-20%
Energy security	Annual electricity import as share of electricity consumption	StB	25%	41% (2014)
Clean environment	Emission of green-house gas	TBD	15% reduction from 2010 levels	TBD
	Proportion of domestic electrical power generation from solar sources (or other renewables)	DEA Energy Accounts	50%	2% (2015 estimate)
Biodiversity	Number of species on IUCN Red List of Threatened Species	IUCN	No increase	24 (2015)
Governance, Safety and Security				
Accountable, transparent & effective governance	Ranking of Botswana in the Worldwide Governance Indicators (percentile)	World Bank	85	71.7
	Ibrahim Index of African Governance (IIAG) ranking	Mo Ibrahim Foundation	TBD	3 (2014)
	Corruption Perceptions Index	Transparency International	TBD	28 (2015)
	Freedom in the World score	Freedom House	TBD	73 (2016)
Peaceful and secure nation	Incidence of offences against morality; against the person and against property, per 10,000 population	Botswana Police Service (BPS)	2% reduction a year	97 (2014) (Index = 100, average 2005-14)
	Global Peace Index (ranking)	IEP	TBD	31

Notes:

- These primary indicators are complemented by a set of secondary indicators (not included here), which form part of the overall Vision indicator data set.
- The indicators here already have data available from Botswana or international sources.
- In future, it is intended to develop additional composite indicators relating to Citizens' Well-Being; Bio-Diversity; Family Cohesion; Spiritual Well-Being and Pollution. These require both conceptual definition and data sources to be developed.
- Missing targets and baselines will be determined during the preparation of the National Transformation Strategy.

APPENDIX 2: METHODOLOGY

THE FRAMEWORK DOCUMENT

A number of processes were undertaken before the development of Vision 2036. The first process was to undertake diagnostic studies on the country's four thematic areas of: economy and employment; social upliftment; sustainable environment and governance, peace and security. These diagnostic studies culminated in the development of the "Draft Framework for a New Long Term Vision for Botswana". This is the framework that guided the development of Vision 2036.

THE PRESIDENTIAL TASK TEAM

In order to kick start the development of Botswana's second vision, Vision 2036, His Excellency the President appointed a task team, Presidential Task Team (PTT) to oversee the process. The mandate of the PTT was to:

- mobilise Batswana to define their own longterm social, environmental, political and economic development aspirations;
- review all relevant background materials on the subject (including the Draft Framework for a New Long Term Vision for Botswana, March 2015);
- consult with members of the public on the subject through press, meetings, seminars, etc. and invite submissions, either oral or written, by individuals or organisations; and
- produce a New Long Term Vision for Botswana Document reflecting the consensus that would have emerged from the consultations.

THE CONSULTATIONS

As part of carrying out its mandate, the PTT undertook a countrywide consultation process, using different methods to get consensus from Batswana as to how they would like their country to look like in the next twenty years. The consultations covered a wide area of Botswana, as in each district/sub-district, the district/sub-district headquarters and at least two other localities comprising medium and smaller villages were

covered. In addition, in each political constituency at least one locality was selected to ensure adequate political representation. In all a total 103 localities were visited.

SENSITISATION

Before consultations, briefings were undertaken to sensitise the media, as well as the general public on the Vision 2036 consultation process and its development. Briefings were also undertaken with District Commissioners and Ntlo ya Dikgosi members. Other consultation tools included Radio and Television interviews where the PTT, through its Chairman and Vice Chairman presented the PTT mandate to the general public.

METHODS OF CONSULTATIONS AND STAKEHOLDERS

All the local consultations were guided by a consultation script developed for this purpose. In all localities visited, Kgotla meetings were the main method of consulting the communities. These meetings were supplemented by focus group discussions with groups that were available. In each district headquarters, towns and cities, full council meetings were addressed to consult with the political leadership. The consultation methods also included special meetings with organised groups such as trade unions, professional bodies, civil society, school children, media, faith-based and non-governmental organisations. Further, in-depth interviews were conducted with selected eminent persons in society. Consultations were also extended to Batswana living in the diaspora through embassies abroad. Additional data collection methods included social media such as Facebook, Twitter, animations, video clips on YouTube, the Botswana Government Communications Information Systems (BGCIS) website, as well as email and written submissions.

INTERNATIONAL BENCHMARKING

Over and above national consultations, international benchmarking visits were undertaken to four countries: Austria, Chile, Malaysia and Rwanda between March 2016 and April 2016. The main objective of the international benchmarking exercise was to learn from and share experiences with other countries.

APPENDIX 3: MEMBERS OF THE PRESIDENTIAL TASK TEAM

MR. NEO MOROKA**CHAIRMAN****MR. MARTIN M. MAKGATLHE****VICE-CHAIRMAN (CHAIRMAN VISION 2016 COUNCIL)****INSTITUTIONAL REPRESENTATION**

Kgosi Maruje III Thabo Masunga	Ntlo ya Dikgosi
Ms. Elsie M. Alexander	Botswana Congress Party
Mr. Thapelo Pabalinga	Botswana Democratic Party
Mr. Sam Digwa	Umbrella for Democratic Change
Ms. Sarah R. Dibe	Botswana Federation of Trade Unions
Mr. Johannes P. Tshukudu	Botswana Federation of Public Sectors Union
Ms. Regina Sikalesele-Vaka	Business Botswana
Mr. Oscar Motsumi	Botswana Council of Non-Governmental Organisations
Ms. Idah Mokereitane	Gender and development sector
Ms. Koziba C. Malibala	Youth
Mr. Bathusi Lesolobe	Youth
Ms. Sekgabo Ramsay	Botswana Council for the Disabled
Pastor Master O. Matlhaope	Faith-based organisations
Mr. Kabelo Binns	Media

EXPERT REPRESENTATION***SUSTAINABLE ECONOMIC DEVELOPMENT THEMATIC AREA***

Mr. Bashi Gaetsaloe
 Mr. Balisi Bonyongo
 Mr. Thabo Matthews
 Mr. Mpho Balopi
 Mr. Monametsi Kalayamotho

HUMAN AND SOCIAL DEVELOPMENT THEMATIC AREA

Ms. Gogontlejang Phaladi
 Mr. Solly Reikeletseng
 Professor Keitseope Nthomang

Dr. Lemogang Kwape

SUSTAINABLE ENVIRONMENT THEMATIC AREA

Dr. Eagilwe Segosebe

Mr. David Lesolle

Dr. Alfred Tsheboeng

Mr. Leonard Dikobe

GOVERNANCE, PEACE AND SECURITY THEMATIC AREA

Lt. General Tebogo Masire

Ms. Segametsi O. S. Moatlhaping

Mr. Thebeyame Tsimako

Ms. Daphne Briscoe

SECRETARIAT TEAM

Mr. Keamogetse Molebatsi – UNDP

Professor Patrick Malope – BIDPA

Ms. Monica G. Mphusu – Vision 2016 Secretariat

Mr. David Sefawe – NSO

Mr. Johnson T. Maiketso – BIDPA

Dr. Molefe Phirinyane – BIDPA

Dr. Pelotshweu Moepeng – Vision 2016 Secretariat

Dr. Sennye Masike – BIDPA

Dr. Muyeye Chambwera – UNDP

Ms. Kealeboga C. Gaboeletswe – NSO

Mr. Siphon Q. Madisa – NSO

Ms. Fidelity D. D. Monthe – NSO

Mr. Kedikilwe Maroba – BIDPA

Mr. Nonfo Mokwakwa – Vision 2016 Secretariat

Mr. Gabriel Monageng – NSO