

FOREWORD

This booklet has been produced by the Presidential Task Group on a Long Term Vision for Botswana, which commenced its work in January, 1997. Prior to compiling the booklet, the Task Group conducted extensive consultation with a wide cross-section of individuals and institutions in Botswana. The views and ideas in this document reflect as closely as possible the aspirations of Botswana about their long term future. The booklet is necessarily a summary and distillation of the numerous submissions that were received.

The document presents a long term Vision for the year 2016, when Botswana will have been an independent nation for 50 years. It identifies the major challenges that will need to be met in order to realise the Vision, and proposes a set of strategies that will meet them.

The strategies proposed here are a starting point for a new direction for Botswana that builds upon our strengths and upon the common desires of the people. We must now begin the process of refining and fine-tuning the strategies and turning them into concrete and implementable programmes that will make the Vision 2016 a reality.

The document is now offered to the public and to Government and non governmental organisations, and the private sector in general for incorporation into their programmes and plans. This will begin the process of implementing the ideas and aspirations that are expressed here, and to bring the Vision 2016 to the forefront of national thinking with pride and confidence in our future.

The Task Group would like to thank the public for its overwhelming response to the call for contributions to the Vision, in written form, and in the form of discussion at open hearings and kgotla meetings. The submissions have been compiled and stored so that they are available for public reference.

We regard this booklet as a national document. We commend it to the entire nation of Botswana



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INTRODUCTION

The Need for a National Vision

a) The Changing World

Botswana finds itself in a period of history when social attitudes and values around the world are changing at an unprecedented rate. Within the country itself, this has been accelerated by the pace of urbanisation, and increasing contact with diverse foreign cultures. In the future, the people of Botswana will need to adapt to the challenges of global society while retaining the positive aspects of their cultural values that distinguish them from other nations.

It is appropriate after thirty years of independence to take stock of our past aspirations, and the extent to which we have realised them. At the same time, we should formulate our aspirations and dreams for the future. What kind of society would we like Botswana to be by the year 2016, when we will be celebrating our fiftieth anniversary of independence? This Vision should guide our strategic thinking and policy making in the coming years, and should form a rallying point around which all Botswana can unite.

The Vision 2016 will envisage all citizens of Botswana fully embracing and actively managing the process of change. This cannot be change for its own sake, but rather a fundamental transformation across the broad spectrum of the social, economic, entrepreneurial, political, spiritual and cultural lives of Botswana.

For us to be active in the rapidly changing global economy and social order, we must take advantage of the opportunities that will be presented. We must therefore all engage in self re-examination at the level of the individual, community, business enterprise, political, social and professional organisation, and indeed as a nation. In this way we can build a stable society in which all nationals are fully involved and can contribute meaningfully to development.

The lofty and ambitious targets we set for ourselves will come with many challenges, some of which we cannot anticipate today. We must be prepared for continuous innovation, resilience, commitment and fortitude. To compete successfully we must instil a greater sense of urgency in our society.

We have to be dedicated to shaping the destiny of our country. Nobody will do it for us. We must discipline ourselves to change in whatever way is necessary for us to achieve the goals of this Vision. Some of the changes that will be required will entail effort and hardship. They will be rewarded by an improvement in the lives of all Botswana. Failure to look and move forward now could condemn Botswana to social, economic and cultural stagnation, and long term underdevelopment.

b) National Principles

The development plans of Botswana have always been based upon the four national principles, which are:

- Democracy
- Development

- Self-Reliance
- Unity

These principles are still valid today, and must be re-focused to embrace change and relate to Botswana's current level of development.

The fifth principle for Botswana will be *Botho*. This refers to one of the tenets of African culture - the concept of a person who has a well-rounded character, who is well-mannered, courteous and disciplined, and realises his or her full potential both as an individual and as a part of the community to which he or she belongs.

Botho defines a process for earning respect by first giving it, and to gain empowerment by empowering others. It encourages people to applaud rather than resent those who succeed. It disapproves of anti-social, disgraceful, inhuman and criminal behaviour, and encourages social justice for all.

Botho as a concept must stretch to its utmost limits the largeness of the spirit of all Batswana. It must permeate every aspect of our lives, like the air we breathe, so that no Motswana will rest easy knowing that another is in need.

The five principles are derived from Botswana's cultural heritage, and are designed to promote social harmony, or *kagisano*. They set the broader context for the objectives of national development, which are:

- Sustained Development
- Rapid Economic Growth
- Economic Independence
- Social Justice

c) **Pride and Nationhood**

In the context of its situation at independence, Botswana has accomplished a great deal during the last thirty years. It can and should become a society with confidence in itself, pride in its achievements, and possessing a sense of common and shared destiny. Botswana of the future will earn the respect of other nations.

On this basis, Botswana will continue to co-operate with other nations for mutual benefit. In particular, it will work with its neighbours to increase the degree of regional integration in trade and other policies, with a view to improving the competitiveness of the region as a whole. It will also continue to work with its neighbours and others to promote peace and an equitable international economic order.

Despite the economic progress of the past thirty years, and some reduction of the very high poverty levels seen in the past, Botswana has not developed a strong sense of pride in itself and its position in the world. The nation has set itself a low benchmark by comparing itself with poor countries, rather than with the best in the world.

Botswana has not yet succeeded in enlisting the social and cultural diversity of the country in a shared Vision of the future. The people are the strongest asset of any nation, and Botswana is well endowed with a rich variety of cultures and languages. There must be an emphasis on the characteristics that typify a Motswana - the best elements of tradi-

tional behaviour must be strengthened and projected.

The coat of arms, national flag and national anthem are symbols and expressions of nationhood and patriotic sentiment, and are thus strong references and rallying points for nation building and a sense of common purpose. It is therefore vital that Batswana understand and identify with these symbols and their meanings.

d) “Owning” the Future

It is important for Botswana to create the conditions where all people have some stake in both the present and the future. The nation needs a shared Vision where everyone can contribute to the common endeavour. This can only happen if all Batswana can own the Vision and its implementation.

This document proposes a Vision for Botswana, the type of society that Botswana should be by the year 2016. It identifies the major challenges that must be met, and the sometimes painful changes that should be embraced if the goals of 2016 are to be achieved. To this end, this document proposes strategies to be adopted to meet the challenges and to reach the goals of the Vision.

The Presidential Task Group was charged with the responsibility for managing a process of consultation aimed at producing a Long Term Vision for Botswana with which all citizens could identify. The Vision presented here is the result of wide consultation, or *therisanyo* at all levels of Botswana society, and summarises the aspirations of Batswana. It is vital that all citizens identify with its goals, recognise the challenges, and work together to implement the strategies that can meet them.

A LONG TERM VISION FOR BOTSWANA - VISION 2016

An Educated, Informed Nation

Education

By the year 2016, Botswana will have a system of quality education that is able to adapt to the changing needs of the country as the world around us changes. Improvements in the relevance, the quality, and the access to education lie at the core of the Vision for the future.

The education system will empower citizens to become the best producers of goods and services. It will produce entrepreneurs who will create employment through the establishment of new enterprises. Public education will be used to raise awareness on life skills, such as self health care.

All Botswana will have the opportunity for continued and universal education, with options during and after secondary level to take up vocational or technical training as an alternative to purely academic study. Education will be developed in partnership between the public and private sectors.

Botswana's wealth of different languages and cultural traditions will be recognised, supported and strengthened within the education system. No Botswana will be disadvantaged in the education system as a result of a mother tongue that differs from the country's two official languages.

Information

Botswana will have entered the information age on an equal footing with other nations. The country will have sought and acquired the best available information technology, and have become a regional leader in the production and dissemination of information.

Botswana will have developed its communication capacity, particularly in the electronic media, radio and television. Botswana will be informed about the rest of the world. All Botswana will have access to the media through national and local radio, television and newspapers. All schools will have access to a computer, and to computer-based communications such as the internet.

The society of Botswana by the year 2016 will be free and democratic, a society where information on the operations of Government, private sector and other organisations is freely available to all citizens. There will be a culture of transparency and accountability.

By the year 2016, the people of Botswana will be able to use and apply the potential of computer equipment in many aspects of everyday life.

A Prosperous, Productive and Innovative Nation

Botswana will be a society distinguished by the pursuit of excellence through a new culture of hard work and discipline, where effort is rewarded and where the necessary skills are available. Government will be providing a lead by assuming the role of

facilitator, in partnership with the private sector, to create an environment where business and entrepreneurial activities are encouraged and supported.

Botswana will nurture and develop the creative elements within its society, and will be actively contributing to the scientific and technological civilisation of the future.

Sustainable Growth and Diversification

Botswana will have diversified its economy, with mining, agriculture, industry, manufacturing, services and tourism all making a substantial contribution. Botswana will have an vibrant and energetic economy that is able to meet the competitive demands of the 21st century, and attract investors.

Agriculture in Botswana will be productive, profitable and sustainable, and will make a full contribution to economic development, poverty alleviation, food security, improvement of the quality of life, and the sustainable utilisation of our natural resources.

This diversification will have developed the role of women in the mainstream of development. The economy will be in macro-economic balance, with stable monetary, exchange rate and fiscal policies.

There will be partnership arrangements between local and foreign investors that will have empowered citizens and developed investment, and substantially increased resource ownership and management by citizens.

The Environment

By the year 2016, economic growth and development in Botswana will be sustainable. Renewable resources will be used at a rate that is in balance with their regeneration capacity. Non-renewable resources such as minerals will be used efficiently, and their depletion will be balanced by enhanced physical and labour capital. There will be a fully integrated approach towards conservation and development.

The key natural resources and assets of the country will be equitably distributed between its people. Communities will be involved in the use and preservation of their environmental assets, and will benefit directly from their exploitation. The attitude towards natural resources will pay attention to a fair distribution between present and future generations. The eradication of poverty will have created a situation where no-one will be forced to damage the environment in order to obtain their basic needs.

The wildlife of Botswana will be managed for the sustainable benefit of the local communities, and in the interests of the environment as a whole.

By the year 2016, Botswana will have taken strong measures to limit the pollution that would otherwise have resulted from rapid industrialisation. The urban environment throughout the country will be enhanced by the building of parks and gardens for recreational purposes. Botswana will take pride in their clean and uncluttered surroundings.

GDP per capita

By the year 2016, Botswana will have trebled its per-capita income to a level of the equiva-

lent of US\$8,500 in real terms (after correcting for inflation). This is equivalent to about P30,000 at 1996 exchange rate and prices. Botswana will maintain an average annual growth rate of some 6 per cent in real per capita incomes.

This means that the overall growth rate of the economy must be 8 per cent per year during the next twenty years, in order to accommodate a population growing at 2.1 per cent. This level of growth will be sustained by a very high level of investment, at about 41 per cent of GDP, one of the highest in the world. This rate of investment will be met from government savings, domestic private savings, and from an inflow of foreign capital.

Employment

By the year 2016, with the economic growth targets above, Botswana will have reached full employment, where the total number of jobs available in the formal or informal sectors is in balance with the number of job seekers.

The gender distribution amongst the employed will be equitable and fair at all levels, including those of decision makers and middle management.

The economic growth will come from diverse sources that generate jobs for the ordinary Batswana. Equitable distribution of resources will have eliminated bottlenecks, and given control and management to the people.

Housing and Shelter

By the year 2016, all Batswana will be able to obtain access to good quality basic shelter, either in the urban or in the rural areas. The national housing policy will not discriminate against any social group, women or the disabled.

A Compassionate and Caring Nation

Income Distribution

By the year 2016, Botswana will have a more equitable income distribution that ensures the participation of as many people as possible in its economic success. There will be policies and measures that increase the participation of poorer households in productive and income earning activities. The economy will be growing in a distributive manner - that is in a way that creates sustainable jobs.

Poverty

Botswana will be a compassionate and caring society, offering support and opportunity to those who are poor, and including all people in the benefits of growth.

By the year 2016, Botswana will have eradicated absolute poverty, so that no part of the country will have people living with incomes below the appropriate poverty datum line. Within the next ten years, the percentage of people in poverty will have been reduced to at most 23%, which is half the level in 1994.

Social Safety Net

All people will have access to productive resources, regardless of ethnic origin, gender, disability or misfortune. Botswana will have succeeded in helping people to escape from the poverty trap, and play a full part in society.

There will be a social safety net for those who find themselves in poverty for any reason. This will go hand in hand with the provision of good quality social security, in partnership with the private sector and NGOs, aimed at vulnerable groups such as the elderly, disabled, orphans and terminally ill.

Health

By the year 2016, all Batswana will have access to good quality health facilities, including both primary and curative services within reasonable travelling distance. Mental health treatment will be accessible to all. Facilities will also be available for the special needs of the disabled, for women in adolescence or post-menopause, and the elderly.

There will be adequate nutrition for all citizens, in addition to good quality sanitation, and an adequate supply of safe water for human needs.

Botswana will be fully equipped and able to deal with unexpected epidemics, or the outbreak of new and hitherto unknown diseases.

The potential of traditional and spiritual healing systems will be fully tapped and utilised in co-operation with modern medical practices, within the framework of modern law.

HIV/AIDS

By the year 2016, the spread of the HIV virus that causes AIDS will have been stopped, so that there will be no new infections by the virus in that year.

If there is not at that time an affordable cure, all people who are suffering from AIDS related illness will have access to good quality treatment in the health facilities, community, or the workplace so that they can continue to live full and productive lives for as long as possible.

A Safe and Secure Nation

Crime

By the year 2016, serious and violent crime and the illegal possession of firearms will be eliminated, as will the distribution and use of addictive drugs. The growth of white collar crime will be halted so that all stakeholders can have confidence that their assets and investments are safe.

By the year 2016, violation of the physical well-being and human rights of individuals will have been eliminated. The abuse of spouses and children will be completely eradicated. The public will have sufficient confidence in law enforcement agencies and in public protective services to report crimes. Law enforcement procedures will have been strengthened, and the training of national and local police forces will have been integrated and developed.

Road Safety

The high incidence of deaths and serious injuries arising from the irresponsible use of vehicles, inadequate fencing of animals or poor road marking will be substantially reduced by the year 2016. There will be a high standard of road safety, driving ability and road courtesy.

National Defence

The nation will feel confident that their basic human rights are not infringed by acts of foreign or internal aggression or terrorism. A small, alert, well trained, disciplined and fully accountable Botswana Defence Force will serve the nation, protecting its security and stability.

Disaster Preparedness

Botswana will have well-planned systems in place to counter the effects of natural disasters such as drought, outbreaks of animal diseases, floods or fire.

An Open, Democratic and Accountable Nation***Open, Transparent Governance***

The Botswana of the future will be a community oriented democracy, with strong decentralised institutions. Botswana will build upon its history of democratic development. The continued involvement of all political parties in the reform process will ensure a lasting and durable democracy.

These traditions will mature over the next twenty years, and become nearer to the people. The democratic process will be continually deepened and enriched in accordance with the general evolution of the society and wishes of Botswana.

The Botswana of 2016 will emphasise the accountability of all citizens, from the State President down to community leaders for their actions and decisions.

An integral part of a good democratic process, across the broad spectrum of all political formations, is regular free and unfettered competition for political office at every level, and the avoidance of the development of personality cults. This culture will ensure that holders of office remain vigilant and allow others to show their leadership potential without any inhibition. This will also facilitate the transition of leadership without necessitating a major turnaround in fundamental socio-economic and other policies such as the implementation of the long-term Vision.

The role of the civil society, including the churches, the non-governmental and voluntary organisations will be enhanced in the Botswana of 2016. These organisations are a key element of good governance, and will promote accountability within the democratic system.

Attitude and Quality of Leadership

A morally and ethically upright, educated society will be matched by a leadership of the same qualities, which will provide role models for its younger generation and an instrument to implement democracy. Botswana will have increased political tolerance, and legal sanction against those who violate the principles of accountability at all levels of leadership, including the state presidency.

The Kgotla and the Role of Traditional Leaders

Traditional leaders will be an important part of the democratic process through which the long lasting “kgotla” system will pass from generation to generation. They will play a significant role as custodians of our culture and tradition, which will be dynamic in response to changing conditions.

The role of the House of Chiefs and other traditional leaders will be clearly defined to suit the changing circumstances of Botswana. The co-operative relationship between traditional leaders and elected political leaders will promote social tranquillity and orderly governance.

By the year 2016, the various institutions of Government will complement each other at both national and local levels, and will promote the full involvement of everyone in the social and economic transformation of the country.

A Moral and Tolerant Nation

Morality

The ability of a society to accept change is strengthened by the personal morality of its people. The Botswana of the future will have citizens who are law abiding, strong in religious and spiritual values, and who possess high ethical standards.

Tolerance

No citizen of the future Botswana will be disadvantaged as a result of gender, age, religion or creed, colour, national or ethnic origin, location, language or political opinions. The future Botswana will have eradicated negative social attitudes towards the status and role of women, the youth, the elderly and the disabled, and will be free from all forms of sexual harassment.

A United and Proud Nation

By the year 2016, Botswana will be a united and proud nation, sharing common goals based on a common heritage, national pride and a desire for stability. This will be demonstrated by increased use of the flag and other national symbols that signify racial harmony.

The country will still possess a diverse mix of cultures, languages, traditions and peoples sharing a common destiny. We will harness all of that diversity. We will have achieved ethnic integration and full partnership to create a nation in harmony with itself. From this partnership will have sprung an equitably distributed prosperity in a caring environment born of loyalty, dedication and national pride.

This faith in ourselves, and strength in our unity will propel us into the next millennium with confidence that we can realise our Vision by the year 2016.

Family Values, Traditions and History

The family will be the central institution for the support and development of people in Botswana, and for the transmission of social and moral values. The strength of the family will have been reinforced in response to the rapid social changes that are sweeping the country, the region, and the world.

The emphasis on a strong family unit will encourage responsible parenting and the institution of marriage. It will provide the social foundation for the eradication of problems such as the high incidence of teenage pregnancies, adultery, prostitution, street children and the spread of HIV.

THE LAST THIRTY YEARS

Botswana at Independence

At independence in 1966, Botswana was among the 25 poorest and least developed countries in the world. There were few formal sector jobs. Most wealth and income was derived from traditional agriculture, particularly cattle farming, and from the earnings of migrant labourers who provided cheap labour to South African mines.

Very little attention had been given to the physical and social infrastructure of the country. Education had been neglected, the population was largely illiterate and very few Botswana were available to fill professional and technical positions.

Independence in 1966 came in the middle of a severe drought cycle that lasted for more than five years. The national cattle herd had declined by over one third as a result, and the economic outlook was bleak. The domestic resources available for development were inadequate for even the most modest needs.

Drought has recurred throughout the last thirty years, and the provision of drought relief on a regular basis has become a feature of Government expenditure. Many people, to this day, depend upon drought relief programmes for their survival.

Achievements

Many changes have taken place since independence. Some have been the result of human effort, while others have been dependent on the fortuitous exploitation of minerals, especially diamonds, and the generous support extended to Botswana from the donor community.

The thirty years since independence saw the discovery and exploitation of diamonds at Orapa and Jwaneng, copper and nickel at Selibe-Phikwe, coal at Morupule, soda ash and salt at Sowa, and a number of minor deposits in other parts of the country.

Botswana re-negotiated the Southern African Customs Union agreement in 1969 with an improvement in its terms in relation to revenue sharing. The Debswana agreement with De Beers over the exploitation of the diamond mines obtained flexible and favourable terms for Botswana. Successive Lome conventions contained concessions for export of Botswana beef to the European Union market, to which the Botswana Meat Commission responded by expanding its production and sales. Botswana also enjoyed sustained and generous donor support throughout this period.

The revenues from these activities helped Botswana to emerge from a situation of abject poverty, and then enter a period of rapid growth and economic transformation. The Government was the principal recipient of the diamond revenues. It invested these revenues to improve the physical, social and economic infrastructure of the country. This has improved the delivery of Government services to the population, and the conditions for investment in productive activities and employment creation.

Educational Infrastructure

There has been rapid progress in the provision of educational services since independ-

ence. School enrolment has risen to about 70 per cent of people aged between 6 and 23, compared with a level of 52 per cent in 1980. Adult literacy has risen to 67 per cent from a level of 41 per cent in 1970.

Children enter school at the age of six and free primary tuition is available in Government schools. Seven out of ten go on to secondary schools, and tertiary education is provided by the University of Botswana in Gaborone and at a number of other institutions including teacher training colleges. There are also vocational centres and brigades providing technical training.

Economic Growth and Employment

Between 1966 and 1995, Botswana's per capita gross domestic product grew from the equivalent of approximately P1,682 to P7,863 (expressed in 1993/94 prices), an average annual increase of around six per cent. The 1995/96 level is the equivalent of about \$US2,850. Formal sector employment grew over the same period by an average annual increase of nine per cent. As a result of this economic growth, Botswana has graduated out of the group of poorest and least developed countries, and has now moved into the group of middle income countries in the World Bank classification.

High public spending led to an expansion in public sector employment, and boosted employment in the private sector, especially in construction, retailing and distribution, and services related to the diamond industry.

Recent years have seen a slowing down in the rate of growth. The challenge is to find new and productive activities that will provide future growth in employment and income earning for all of the people.

Management of the Economy

Throughout the three decades since independence, Botswana has exhibited relatively sound public sector management. Government has used its foreign exchange and cash reserves to counterbalance the cyclical short-term economic fluctuations. The accumulation of foreign exchange reserves has also enabled Botswana to liberalise its exchange controls.

Botswana has evolved a system of national development plans, based upon an overall set of objectives and strategies and an estimated total budget leading to a series of project spending votes authorised by parliament. This has been further developed into systems for economic planning and budget control, ensuring that development projects are selected on the basis of their economic and social returns.

Health Infrastructure

Health infrastructure has improved steadily since independence. The last decade has seen a 50 per cent increase in the number of beds available in hospitals and clinics, and in the provision of health posts and mobile stops in rural areas, although there have been difficulties in staffing these appropriately. There have been large increases in the number of doctors (2.3 per thousand in 1994 compared with less than one in 20,000 in 1966) and nurses (22.6 per thousand in 1994 compared with less than one per thousand in 1966). Botswana's health policy has stressed the importance of primary and preventive health.

Health service standards are above the average for developing countries. Life expectancy in 1996 stood at 67 years, compared with levels of between 72 and 78 years in developed countries. Recent publications of the UNDP Human Development Index have ranked Botswana among the top few countries in Africa, but well below the countries of Europe and North America.

Political Stability

Botswana has enjoyed many years of political stability, and has a sound public policy making machinery. It has a long tradition of internal peace, and peaceful relations with its neighbours. It also has a strong measure of national unity that, although not without problems, is comparatively free of destructive tribal and cultural divisions. These factors can be seen as assets that will assist in inspiring confidence in investors, but they are also a necessary platform for any sustainable process of national development.

Botswana has a record of relatively peaceful labour relations that have not been marked by major damaging or violent disputes. This compares favourably with other countries in the region, and can be promoted as an advantage which Botswana can offer.

Botswana's legal system is premised upon a written constitution which contains a bill of rights that guarantees everyone fundamental human rights and freedoms without regard to race, colour, ethnic origin, creed or sex. Since independence, Botswana has had an impressive record of the observance of the rule of law, and its citizens have generally enjoyed the rights and freedoms guaranteed by the constitution

CHALLENGES AND OPPORTUNITIES

Education and Information

Education

Botswana has achieved a marked improvement in the *quantity* of educational facilities provided to its citizens, but the pace of educational change has lagged behind the pace of national development.. The challenge is now to improve the *quality* of education.

Education has not been adequately geared to the needs of the country, and to the job market. The challenge is to place greater emphasis on technical and practical subjects, and business skills - the skills that are most needed.

Botswana must set the highest possible standards for vocational and technical training as well as for academic excellence.

There is still a large contingent of expatriate teachers in Botswana's schools, and a number of schools with untrained teachers. A challenge to our education system is to produce more teachers, particularly in the areas currently taught by expatriates.

Greater care must be taken in the recruitment of expatriate teachers when they are required to ensure that only those who can communicate clearly in English are employed.

Many schools across the country are not adequately equipped, particularly primary schools. This has resulted in a lack of science equipment or libraries, double shifts and schools without electricity. These are major challenges that must be met by the year 2016.

There is a challenge to build Senior Secondary Schools to match the number of Community Junior Secondary Schools, so that the goal of universal secondary level education can be met.

The automatic promotion of students from one year to the next regardless of educational attainment has meant that many students have not been reaching the intended standards. There is a challenge to meet the needs of this group.

Although more girls enter primary education than boys, the number of girls decreases sharply at the senior secondary, tertiary and technical education levels. This causes women to be disadvantaged in their employment opportunities, and to be under-represented in key decision making positions.

There has been a high rate of failure and school dropout especially in the remote and small settlements. This has resulted from poor supply of equipment and infrastructure to these areas, a hostile attitude by teachers to students from these areas, and long travelling distances. This is a major challenge to meet the goal of educational equity across the country.

The new policy on education addresses many of these issues, and there is a pressing need for its implementation.

Human resources

Population Growth

There is a challenge to manage the population growth in Botswana if its people are to be adequately catered for in terms of education, health and service provision.

Educated people

A comparatively large proportion of the population has received an education. This presents an opportunity, since people will be better prepared to absorb new ideas and contribute to further development.

International connections

Botswana is well endowed with the infrastructure for efficient transport and communications, and is well connected to the region, and to the world beyond. This can be viewed as an opportunity.

In addition, many Botswana have received tertiary education in Africa, Europe and North America, and there are strong personal and institutional links resulting from expatriate involvement in both the public and private sectors.

Smallness

Botswana has a small population with a large resource base. This can be seen as an advantage in that changes can be introduced more quickly.

Youth

Botswana will have a youthful population for many years to come. The most recent census in 1991 estimated that 36 per cent of the population were between the ages of 12 to 29 years. In the next twenty years, an increasing proportion of the population will fall into the economically active age group, and contribute to the economic growth of the nation.

There is a challenge to reduce the number of youth who are not participating in any form of education or training. For example, high rates of pregnancy among young women are placing them at a disadvantage in education and employment.

There is a challenge to reduce unemployment, which is particularly high amongst the youth, especially females.

The elderly

There is a challenge to be more innovative in development programmes to define a significant role for the elderly population. The elderly should be perceived as they truly are - a human resource of senior citizens who are the custodians of Botswana's cultural wealth, values and wisdom as well as historical knowledge.

Information

Botswana must recognise the importance of information and of developing efficient information systems and networks for the support of research, education, development and communication with the rest of the world.

The challenge is to ensure access of all families to information technology, television,

audio and print media, and to further develop an environment conducive to the free flow of information among all of the communities of Botswana.

Prosperity, Productivity and Innovation

Sustainable Growth and Diversification

Productivity

Skills development has lagged behind the economic development, and labour productivity remains low in many sectors. The challenge is to address productivity and institutional reform in both the public and private sectors. Botswana will need to understand the importance of customer service and a hard work ethic.

The performance of the public service in the implementation of policies has become a matter of concern, and the reform of the public service is a major challenge to the nation. The mind-set of public employees must be transformed.

Economic growth

Industrialisation

The mineral wealth of Botswana has given the country an economic boost. The challenge is now to build on that success to create a prosperous society with a competitive and robust economy.

Botswana faces a challenge to develop a diversified economy with a strong commercial and industrial base, so that it can sustain economic growth in the future and avoid economic stagnation.

Botswana begins from a very small industrial base in relation to the size of its economy. The manufacturing percentage of GDP in Botswana is below the average in sub-Saharan Africa, and well below the percentage for countries with a similar per capita GDP. The challenge is to build up manufacturing to play a more central role in the economy.

International markets

A further challenge is for Botswana to diversify its exports in order to reduce its vulnerability to unpredictable changes in the international or regional markets for the commodities that it sells.

Infrastructure and Utilities

Botswana has invested heavily in its infrastructure in recent years, which offers an opportunity. We can offer investors an environment with efficient communication and services.

There is however a challenge to address the high cost of utilities compared to neighbouring countries that may be seen as a disadvantage.

Water and water development

Botswana faces a challenge to establish the sustainable level of withdrawal from the country's water resources for domestic, industrial and personal needs.

The nation will need to address the challenge to develop appropriate technologies for improving the water supply for isolated communities.

Finance and Credit

Botswana has substantial reserves of foreign exchange, and an opportunity to raise funds for investment in the infrastructure and capital that will be needed to sustain economic growth.

Botswana should develop this opportunity further, to establish itself as a centre for financial services within the region or further afield.

Botswana faces a challenge to develop a more flexible and diversified system for allocating credit in order to encourage the development of small and medium sized enterprises.

Ownership

It is vital that citizens meet the challenge of developing more of a stake in the economy of Botswana. A significant proportion of the private sector is in foreign hands.

There is a challenge to find concrete strategies to ensure citizen empowerment, and to maximise the participation of citizen owned companies in the economy.

Agriculture

The greatest challenge facing Botswana is to improve food security and rural employment and incomes under semi-arid and marginal environments. This will require the efficient use of human resources and management skills.

Botswana faces a challenge to be more innovative in making use of modern techniques such as improved animal husbandry and irrigation (including the use of recycled water) to raise productivity in the agricultural sector, and maximise the returns to investment. By the year 2016, the 1996 production levels of dryland crops and horticulture should have at least trebled, and should be profitable.

The Environment

The challenge of preserving the environment and making prudent use of the natural resource base of Botswana is crucial to its survival and future prosperity. The current rate of population growth, and the rapidly changing lifestyle, characterised by urbanisation and a higher per capita consumption of resources will place increasing strains on the environment.

Botswana faces a challenge to use its depleting store of minerals and non-renewable resources in order to build up the physical infrastructure and human capital in such a way that its future prosperity will become sustainable.

The rapid industrialisation envisaged in the Vision creates a challenge to limit the levels of pollution that have been associated with industry in other countries.

Natural resources

Botswana is fortunate in possessing an enormous wealth of natural resources in relation to its small population. The natural resource base of Botswana, in conjunction with its rich cultural diversity offer it a rich mosaic of latent opportunity that must be strategically realised.

Tourism and Wildlife

There is a challenge to further develop the tourism potential of the wildlife resources, the Okavango delta, and also the historical and cultural sites.

GDP per Capita

Botswana now faces a challenge to increase its per capita income to that of currently more developed nations.

Employment

There is a further challenge to reduce unemployment rate in Botswana, which leads to socio-economic problems in the society, and contributes to poverty.

Housing and Shelter

The challenge for Botswana is to enable all citizens to have access to adequate shelter, including privacy, space, security, lighting and ventilation and basic infrastructure at a reasonable cost in relation to incomes. It is inevitable that this will require a level of subsidy that can be regarded as a social and economic investment by the state.

Urbanisation

Almost half of Botswana live in urban areas today, compared with 2 per cent in 1960. Urbanisation is an inevitable consequence of economic development. It must be recognised, provided for and developed for what it can offer. The challenge is to plan for increasing urbanisation, and to provide the necessary housing and amenities.

Young people are more exposed to the bombardment of new and foreign cultures, associated with rapid urbanisation and other cultural and economic changes taking place in Botswana. The challenge is to manage these changes.

Compassion and Caring

Income Distribution

There is a clear challenge to reduce the high degree of income inequality in Botswana, while maintaining economic growth.

Poverty

Recent estimates indicate that in 1993/94 some 47 per cent of people in Botswana had incomes below the poverty datum line. This level is high compared to other countries in the world with a comparable per-capita income. The challenge to eradicate poverty in Botswana must be met.

Social Safety Net

Even if absolute poverty is eradicated, there will always be those who fall into poverty as a result of misfortune. The challenge for Botswana is to provide an adequate and dignified safety net for those who are in poverty in a way that does not encourage dependency and provides a means of escape from the poverty trap and a return to productive society.

Health

The prevailing high fertility rate, the youthful structure of the population, and high

maternal mortality pose serious challenges to Botswana.

One of these is to eradicate preventable diseases such as measles, tuberculosis and malaria in the next twenty years.

Many of the clinics and health posts across the country do not have well-trained staff nor adequate equipment. Many people have had to travel long distances to obtain health care, especially in the remote settlements. This is a challenge that Botswana will have to meet in the next twenty years.

HIV / AIDS

There is a major challenge to halt or reverse the rising incidence of the HIV virus, particularly amongst young people, if Botswana is to advance in the next twenty years and beyond.

A further challenge is to assess and minimise the impact of AIDS related illness and death on families, businesses, the Government budget and the economy as a whole.

Safety and Security

Greater prosperity, higher welfare levels, open and transparent democratic processes, and a more ethical, caring and accountable society will still fail to meet national aspirations if citizens fear for the safety of their lives, their families, their property or their national security. Botswana must meet the challenge of creating a safe and secure society.

Crime

There is a challenge to improve the quality of policing through increased resources and higher levels of sophistication and motivation, and to provide specialised training and adaptation to changing crime trends.

Botswana must meet the challenge to control and limit the level of crime in the country. This applies to crimes such as common theft and armed robbery, as well as more sophisticated international crime such as drug trafficking, money laundering, corruption and economic crime.

There is a rising trend of violence against women, including rape. This trend must be arrested and reversed in Botswana.

There is a challenge to prevent a situation where frustration among the youth of Botswana leads to an increased involvement in crime.

Road Safety

The challenge will be to make the roads safe, and road users safety conscious to such an extent that accidents and casualties in Botswana are reduced to a minimum.

Open Democracy and Accountability

Open, Transparent Governance

Democratic traditions

Botswana's stability has been underpinned by a tradition of democratic government, and an open attitude that has allowed for consultation and debate over major policy changes. This encouragement of ideas and free thinking gives Botswana the opportunity to adapt to the modern world with a measure of consensus among its people.

Local and Regional Issues

Leaders at all levels must take responsibility for the problems of society, and consult people accordingly.

Leaders must be sensitive to local issues, whether or not they appear to be important at a national level.

Botswana must deal with problems related to tribalism, and to perceived discrimination against minority ethnic and language groups.

A challenge for the next twenty years is to extend appropriate infrastructure, education and health services to smaller settlements and remote areas that are comparable to those available in main centres.

The Legal Order

The challenge in the next twenty years will be to review those laws and practices that are inconsistent with the full enjoyment of constitutional rights, to ensure their conformity with constitutional and international standards.

The dual legal system comprising customary law and common law must be regularly reviewed to remove contradictions and inconsistencies.

The availability of courts and other dispute settlement agencies is presently concentrated in the major centres, and there are delays in the processing of disputes as well as in the enforcement of decisions. The challenge is to extend these facilities to rural areas.

Although women constitute more than half of the population of Botswana and have made a major contribution to the development of the country, they have been constrained by the application of discriminatory laws, practices and attitudes.

The constitution guarantees everyone equality before the law irrespective of gender. There is a challenge to review and reform those provisions of customary, common and statutory law that discriminate against women. All policies need to be more gender sensitive, so that women receive the same benefits as men.

Many people in Botswana are not aware of their rights under the laws and constitution. There is a challenge to educate the population to enjoy their full legal rights and protection.

Attitude and Quality of Leadership

The challenge for Botswana is to ensure that leaders represent the wishes of the people and act in the public interest.

Morality and Tolerance

Morality

Deterioration of national values

There is a challenge to cultivate and preserve national moral and cultural values in the face of rapid social change.

“Give me” attitude

The creativity and effort of ordinary people with the vitality of the private sector provide the vital engine for development and growth. It is essential that Botswana meets this challenge and avoids a culture of dependency in the coming years. The future does not lie entirely in the hands of Government.

Tolerance

Botswana must rediscover a collective identity based upon shared values and a respect for ethnic or cultural differences, or differing views or religious beliefs.

Unity and Pride

Botswana contains a diversity of tribes with different languages that are not equally recognised, and there are signs of disunity and separateness. It is vital to meet the challenge of building a united nation that harnesses this diversity.

There is a challenge to instil pride and ownership as well as responsibility for attributes associated with Botswana, especially amongst the young.

A STRATEGY FOR THE NEXT TWENTY YEARS

Overview

The Long Term Vision presented above is a national manifesto, and it contains a set of ambitious goals for transforming the society of Botswana. These goals cannot be met without concrete strategies that spell out the direction of actions and policies. This section groups the strategies into broad themes that correspond to the headings of the Vision, and begins the process of defining the actions that will be needed to achieve them. It reflects the wishes of the nation as determined by an extensive consultation exercise.

The successful implementation of the Vision strategy will require the full co-operation of all of the stakeholders: for example the Government, political parties, the private sector, religious organisations, the trade unions, the non-governmental and voluntary organisations.

Internationalisation

The world is shrinking and changing as the revolution in communications technology brings people from every country into a global market, and an increasingly intrusive global culture. Botswana must provide for and respond in a pro-active way to these changes.

A New Direction

Botswana needs bold strategies to grow into the future. The conservatism and modesty of the past have served the country well, but the time has come to take calculated risks and aim at higher targets.

The country has moved from a situation where there was a strong momentum that needed principally to be controlled and managed, to a situation where it must generate new kinds of activity to fuel further growth.

Botswana must be prepared to work harder than before. Growth is possible, but we will have to accept that there are some accompanying costs and cultural changes. There is no need for Botswana to fear change. Change can be liberating, but it must be managed and adapted to fit our requirements.

Flexibility

No strategy can be considered so perfect that it should not be subjected to re-appraisal and modification during its implementation. The measures outlined in this section are a first attempt at defining a direction. Botswana will need to learn from the experiences of other countries, and be sufficiently flexible to make the necessary policy and strategic adjustments as time goes on.

The society of tomorrow will be built on the basis of what is practical and realistic. It is important to avoid excessive idealism, where the direction of development is captured by a narrow interest group, or utopianism that seeks outcomes that are impossible to achieve in practice.

Promoting the Vision

To realise the Vision, we must change the mindset of every Motswana. The people of

this country should learn to compare themselves with the best in the world, and strive to reach that level. This will require a concerted campaign. The ideas behind the Vision must be communicated and explained as widely as possible, using every medium available, including the press, radio and television, the schools and university.

Commitment and Dedication

The achievement of the goals of the Vision will require the utmost commitment and dedication by all people in Botswana. It is important that the magnitude of the challenge, and the attitudes needed to address it are emphasised through the media, and reflected in the school syllabus.

Building an Educated, Informed Nation

Education

Education is an investment that will lead to a higher quality of human capacity and productivity in the future, and to a better quality of life for everyone. The future Botswana must be a society where there is equality of educational opportunity, and where no citizens should be restricted to the circumstances of their birth. The expansion of education is clearly a key element of the strategy for realising this Vision.

Primary and Secondary Education

The new policy on education is an important step in the realisation of the Vision, and it will need to be vigorously implemented and developed.

The quality and training of teachers must be improved as quickly as possible. The expansion of teacher training capacity is an urgent priority. Expatriate assistance may be required in the short term to bring this about.

Botswana must aim in the long term to introduce universal, and compulsory schooling up to the secondary level. There must be options for vocational training at secondary level and above for those who do not continue with academic studies. Education must be made more flexible, so that people can enter and leave the education system at different times in their lives.

The practical difficulties in the short and medium term should not be underestimated. The possible expansion of education is limited by the pace of national development in a variety of other areas.

The problems caused by automatic promotion of students in schools must be addressed. The needs of students who do not reach the required standard must be met, either by allowing them to repeat classes, or by providing adequate remedial teaching.

In many cases, parents are exercising rational choice over whether or not to send children to school. The introduction of universal schooling must go hand in hand with the improvement of socio-economic conditions to the point where children are no longer viewed as an essential source of labour or income for poorer families, or girl children used to care for younger siblings when their mother works. Young mothers must also be entitled to re-enter the mainstream of education, and re-join the schools that they left during pregnancy.

School attendance is currently not a practical possibility for some remote rural communities or poor people, and there are gender inequities in education, particularly in science subjects. The educational infrastructure will need to be expanded in conjunction with further improvements in transport and communications to bring educational opportunities within range of all citizens.

Attention must be given to the improvement of all levels of schooling. The proper equipping of primary schools, particularly in remote areas, must be seen as a priority. Primary schools must be electrified with the same priority as secondary schools. The quality of pre-school education (particularly the public facilities) must also be improved, through closer monitoring of licensing, or by introducing pre-schools in all primary schools.

Education must be used to enrich Botswana's cultural diversity. All of the nation's languages must be taught to a high standard at primary, secondary and tertiary level.

Gender awareness must be institutionalised throughout the education system in order to create a gender sensitive, caring and equitable society by the year 2016. Educational materials, curricula and teaching methods must be reviewed to make them more gender sensitive. Teachers will need to be sensitised to change attitudes that discriminate against female students. Sexual harassment in educational institutions must be eradicated.

There must be adequate counselling and support services for poor and disadvantaged children to improve their academic performance.

Education for the Disabled

Education for the disabled must be sensitive to the disability, and empower individuals to be functional and productive members of society to the best of their ability. Elderly citizens who lack family support should be provided with day care centres to facilitate interaction with their compatriots. Such centres must not be ostracised from the rest of society, and can be part of a broader programme combining partial old age care, cultural centres, health and social services.

Tertiary Education

There is an urgent need for a Tertiary Education Council that will rationalise and coordinate the development of higher education in Botswana. This council must be established as soon as possible.

There is justification currently for a medical school and a second University by the year 2016. These needs will grow more urgent with the passage of time, and must be addressed now. The private sector should also be encouraged to establish or fully participate in the establishment of tertiary institutions.

National Research Council

Botswana must establish a National Research Council to promote, facilitate and fund research in Botswana. The council will be responsible for raising funds from Government and donor agencies, which is crucial for disciplines that do not normally attract research funding. It will also deal with the issuing of research permits (currently the responsibility of the Office of the President). The council will have below it different

committees to assist it such as for Science and Technology, Social Sciences, Humanities and Education.

Financing and Delivery

The burden of these changes on the Government budget will be considerable. This will be mitigated to some extent by contracting out some of the provision of educational services to the private sector. International experience of various types of mechanisms for doing this should be studied.

Land must be made more easily available to those who want to set up a school, and medium to long term loans should be available to them. It will also be cost effective to discontinue building separate community junior secondary schools, and adopt a unified secondary programme nationwide.

Human Resources

Botswana will require an integrated system for anticipating and meeting requirements for human resource development in the medium and long term. Therefore, national human resource development planning and management must be developed, to build flexibility into the education system so that it can respond quickly to changing needs.

Botswana will need to increase its capacity to offer options for vocational and technical training, and ensure that they are equally available to both sexes. These options must be seen as running in parallel with more academically oriented teaching, and given equal status and importance in guiding the choices of young people. It is vital that the future workforce in Botswana is able to be creative and innovative, and to participate fully in the development of new manufacturing techniques.

The expansion of the economy, and of job opportunities is a necessary parallel to the improvement of educational standards and availability. Each is required by the other, and the two must be pursued simultaneously.

Small Population

Botswana is relatively small in terms of its population size, and the reserves of foreign exchange and other resources are sufficiently high that it can continue to effect rapid change in its physical infrastructure, and in the opportunities available to its citizens. We must now be more aggressive in using this attribute to our strategic advantage.

Youth

There is an increasingly negative view of youth in Botswana society - they are seen as a source of problems. The youth is however a valuable and positive resource. It is important to increase the profile of youth in society. Youth organisations must become prominent, and must be consulted over policy changes. The National Youth Council must be helped to act as an umbrella body for youth based organisations, and encouraged to play a wider and more pro-active role.

The responsibility of parents for the behaviour and problems of youth must be emphasised. In addition to persuasion, it is imperative that we introduce legal liability by parents for the actions of their children, or for a failure to send them to school. This is a complex area that would need careful legislation, but some sanction on parents would be consistent with customary law.

There is a need to address the conflict between some aspects of traditional culture and the emerging “rights of the child” as expressed by resolutions of the United Nations. This is one example of the rapid internationalisation of global culture. It will be necessary to develop domestic legislation that is able to reconcile these conflicts. Child abuse is on the increase in Botswana, and must be nipped in the bud.

The development of facilities for sporting and cultural activities in all population centres is an important element of youth policy. Public and private resources must be harnessed to support the implementation of the policy.

Botswana must reduce the level of crime committed by young people. The existence of appropriate recreational facilities, economic opportunities, and relevant training for the world of work is central to this goal.

There must be a separation of prison services and the rehabilitation of young offenders. Youthful first offenders must not be mixed with hardened criminals. All opportunities to return them to productive society need to be explored. These include reformatories, or a probation system.

Holistic programmes must be developed together with the National Youth Council, which will establish multipurpose youth centres. These centres will offer counselling, career guidance, employment information, family life education and creative skill services to all youth in rural and urban areas alike.

There must be a clear timetable for the implementation of the policy on youth. In addition, attention must be given to strengthening the social service departments, since they are the principal implementing agents of most of the youth programmes.

Tirelo Sechaba

The system of Tirelo Sechaba was originally intended to provide a form of social education to young people, and to make their skills and energy available to the nation. It has however had difficulty in absorbing the number of young people available, and has been criticised for delaying talented youngsters from obtaining further qualifications, for underemploying the participants, and for problems relating to the abuse of female participants.

Tirelo Sechaba embodies an important concept of national service that is necessary and appropriate to Botswana’s situation. It also promotes national unity and encourages non-discriminatory attitudes by exposing young people to the cultural diversity of the country.

It will be more effective and productive if more young people obtain higher qualifications before entering into their national service. The educational aspect of Tirelo Sechaba should become less necessary as the system of education in Botswana improves.

The current review of Tirelo Sechaba should make a full consideration of the resources that it consumes, and how they could be more efficiently re-deployed in the national interest to pursue more pressing educational goals.

Teenage Pregnancy

If the opportunities for young people are to be improved, it will be important to reverse the trend of teenage pregnancies. Females are disadvantaged by this, since they are often obliged to drop out of the education system and job market.

As a first step, family planning and education services (including peer education) to parents and the youth must be expanded to emphasise the consequences of teenage pregnancy.

There must also be stronger legal sanction on the men who are fathering children by teenage girls. It is necessary to introduce legislation that will enforce their legal responsibility for their children, and to enforce the age of consent. No person should be allowed to marry before the age of 18 years.

The policy of expelling teenage mothers from school must be reviewed. The policy has proved to be punitive, since few of the mothers are able to re-join the education system at a later time.

Information

The next millennium will usher in an information driven society throughout the world. To ensure the participation of Botswana in these developments, an Information Age Working Group will be created with the mandate to formulate a national information vision, policy and information technology strategies, as well as to co-ordinate the currently fragmented information infrastructure in the country. Information must be harnessed to the best advantage of all citizens.

Botswana is currently a buyer of information services from other nations. This country is however in an excellent position to be able to sell these services throughout the region. It is vital that there is an increased investment in telephone connections and international communication through internet services.

There is an urgent need to develop the media within Botswana, especially in the area of radio and television, which could play a vital part in communicating the Vision to ordinary people, particularly in areas of low literacy levels. The establishment of a national television service must be seen as a priority. Botswana must seek to attract investment into satellite based telecommunications, and become a provider of television, communication and internet services. This will require a major leap in technological capacity. Training in the use of the mass media and computer based communications must be promoted.

The freedom of the press must be guaranteed in law and in practice. The media in Botswana must be deregulated in order to encourage citizen involvement in the dissemination of information. The development of the media will require a partnership with the private sector. The freedom of the media does however need to be balanced by sound media ethics and a code of conduct that is enforced by the profession itself.

Botswana must introduce a freedom of information act that will protect the rights of citizens to have access to information, and to ensure the accountability of all public and private institutions.

Building a Prosperous, Productive and Innovative Nation

Sustainable Growth and Diversification

Productivity

Implementation

It is a commonly expressed view in Botswana that the problems that exist are in the main not the result of poor policies - rather they are largely the result of a failure to implement the existing policies. For Botswana to realise its Vision, there will be a need to address implementation problems, and to introduce stringent monitoring mechanisms at every level of the public sector. Although Government has recognised this, measures introduced to date such as the Standing Committee on Project Implementation (SCOPI) and Work Improvement Teams (WITS) are yet to bear fruit. These and other pertinent initiatives and structures must be given objectively quantifiable and monitorable targets and implementation schedules.

The Public Sector

The reform of the public service is central to the realisation of the Vision. The public sector mode of operation must be changed through radical measures. Improving efficiency within the current structures of the public service will only be a short term solution.

Botswana should investigate the experience of public sector reform in other countries such as New Zealand, where civil servants at all levels are employed on fixed term contracts with performance based pay and monitorable objectives. This must however be accompanied by better conditions of employment, and the empowerment of top management in the civil service.

The current structure of Government must be reviewed to see if a different organisation of ministries would be more effective in terms of implementing policies.

Government departments must become better at costing their activities, since bureaucratic inefficiencies often lead to cost escalation. In future, departments must be free to contract for services outside Government in order to achieve their goals, rather than waiting for responses from other departments within Government.

The organisation of Government must become more decentralised, so that more of the budget is controlled at a local level. This will improve the efficiency of service provision.

“Stakeholder Partnership”

Botswana cannot afford to allow an adversarial atmosphere between Government and business. Government regulations must recognise the vital contribution of business to the strategy of creating greater prosperity.

The relationship between Government and business must adopt a concept of co-operation akin to the Asian model of “Smart Partnership”. This requires a recognition by Government that the improvement of incentives for business, and the removal of restrictions will allow the economy to grow, and will ultimately increase rather than decrease the resources of Government itself. The private sector must also recognise that its honesty and commitment to Botswana are prerequisites to partnership.

Government will therefore need to move from its present regulatory position to an attitude of active promotion of business and industry. This will be accomplished through changes in the taxation system, through investment incentives, or through schemes to improve the access to capital for small businesses and Botswana citizens through the active implementation of agreed policies on deregulation.

The idea of partnership must be extended to include all of the stakeholders in the economy. All stakeholders benefit by an expansion of the economy. The aim must be to increase the size of the cake, rather than to engage in adversarial arguments about how to divide it. An atmosphere of mutual support within the business community must also be encouraged.

Partnership must also be interpreted to include the relationship of Botswana with other nations in the Southern African region, SADC and the wider global community.

Institutional Reform

All organisations in Botswana, in the private sector, the parastatals and Government departments, need to increase the rewards for productivity in the workplace. Systems of automatic pay increments and automatic promotion must cease. Botswana will need to adopt more modern management techniques in all sectors, including Government. Recruitment and appointment must be on the basis of merit, and conducted in a transparent and businesslike manner.

Supporting institutions such as the Botswana National Productivity Centre should be further strengthened to extend their services nationwide. Measures should be taken to strengthen the private sector business centres, or to create polytechnics or business schools that are able to contribute towards the national capacity in business related skills.

Citizen Empowerment

Botswana will need to be educated to understand better the importance of entrepreneurial skills. The stability and success of the economy will depend upon the emergence of small and medium sized enterprises in which people take risks and generate employment for others. The existing policies for encouraging these activities will need to be actively implemented.

Female headed households and women suffer particular disadvantages that limit their income and economic opportunities. These include limited access to productive resources and unequal formal and informal employment opportunities. These problems must be addressed through a variety of measures.

Training and employment opportunities must be provided for women, especially through the informal sector. Legal provisions that limit women's access to credit and property must be removed. Childcare facilities should be provided at workplaces, and all Government assistance programmes must be carefully designed to ensure that women are able to fully participate.

Botswana must evolve a range of innovative financial instruments, encompassing venture and loan capital and accounting, which could offer entrepreneurs different options for access to capital. For example, the banking needs of poorer people might be better met through the formation of savings and credit co-operative groups, or by targeted

development funds for youth, women, or for small and micro enterprises.

Government can facilitate this process. There must be encouragement for those people who are able to *create* sustainable employment while adhering to the principle of self reliance. Government can also assist in empowering the NGOs as an effective means of delivering services.

The specific needs of small and remote settlements must be addressed in a variety of ways. These include the implementation of the micro development fund, and a review of the effectiveness of schemes such as labour based relief programmes and FAP.

An excessive dependence upon foreign investment capital to finance the target of 8 per cent GDP growth may lead to a loss of control over our own productive resources. It is vital that Government should continue to save and invest throughout this period. There must be measures to increase the level of domestic private savings, and to attract foreign investment in a way that does not disempower local entrepreneurs.

Using Local Resources

Botswana must use its own resources, and the expertise that already exists within the country. Botswana must have confidence and belief in their own abilities and skills. Foreign assistance and expatriate consultants should be engaged only where local expertise is not available.

There must be a greater emphasis on *producing* local expertise rather than importing it. For example, the investment in building hospitals with modern equipment must be followed up by the training of enough medical personnel to staff them appropriately, (whether this training is carried out in Botswana or elsewhere).

Economic Growth

Global Competitiveness

Botswana's economic success has principally resulted from the exploitation of mineral resources, coupled with prudent economic management. The public and private sectors are not competitive enough to meet the challenges of the future. They will need to re-equip themselves in terms of both their physical and human resources.

In the world of tomorrow we will have to compete with the best, and we will no longer be able to rely solely upon mineral rents to sustain economic growth. We have an opportunity in the coming years to invest in the human and physical capital that will give us the basis for continued growth. Botswana cannot afford to stand still, or be dependent on a single sector - the importance of economic diversification has become paramount.

Industrialisation

Botswana must adopt a bold and ambitious strategy for industrialisation. The new industrial policy must be implemented as a matter of very great urgency.

Botswana has a small population, and a correspondingly small domestic market for goods and services. A sustained expansion of the economy as outlined in the Vision can only be achieved by exploiting the markets of other countries through exports. This

means that it is vital to be able to compete in the international trading environment, both in terms of the quality and price of commodities. Measures must be put in place to attract investors to locate in Botswana as a springboard to serve an export oriented market, while encouraging citizen participation.

Science and Technology

Botswana must recognise the rapid international developments in science and technology that are re-shaping the societies of the world. While much can be borrowed from other countries, we will need to look within our own resources and culture to find the sources of innovation that will allow us to shape our own future. The Vision strategy must ensure adequate investment in the development of technology.

The existing centres in Botswana for research and development, such as the Botswana Technology Centre, will need to be strengthened and focused so that their output is as relevant as possible to the development needs of the country. A science and technology council that would actively promote innovation and invention in Botswana is urgently required.

Government must try to help private firms that use local technologies by protecting them sufficiently so that they can mature to the point where they compete successfully with imported technologies.

The bureau of standards must be strengthened to ensure that any protection of infant industries does not lead to lowered standards in local technologies or manufactured products, and to monitor the standards of imported goods.

Botswana has no choice but to adopt high technology practices. The pace of international developments means that we will be forced to do so to compete in the export markets.

Science and technology must be emphasised through the education system. All children with appropriate aptitude, male and female, should be encouraged to study science.

Policies must promote a variety of industries, both labour intensive and high technology. The adoption of high technology does not need to be at the expense of employment. Without higher technology, there will be no expansion in the economy. An environment of expanding opportunities is a pre-requisite for bringing down unemployment.

Botswana does not at present have a strong tradition of technical research and development that can be used as a basis for developing "home grown" technology. Clearly in the early stages most of the technology will need to be adapted from elsewhere. However, even the transfer and adaptation of technology to local conditions will require an expansion in the capacity for research and development within Botswana. This requirement must be addressed by the proposed National Research Council.

There will be a need for direct Government funding for research, or for inducements to the private sector to expand their capacity in this area. A strong capacity in the scientific and engineering disciplines will provide crucial long term support for the manufacturing industry.

Energy

Energy is a pre-requisite for successful industrialisation. Botswana must therefore seek to develop cost effective sources of energy, and to co-operate with its neighbours to benefit from economies of scale in electricity generation and supply.

Botswana has a tremendous potential for solar energy that must be exploited, especially for rural communities not catered for by the national grid. The country must be developed as a centre of excellence for solar energy technology. Solar power is a potential source of electricity for schools in remote areas.

Manufacturing niches

Botswana is well placed in the region to attract investment through strategic campaigns. The development of small niche markets is dependent on effective market information, to identify where the demand is. Botswana will need to make full use of modern communication techniques to this end, including the internet.

Trade tariffs

Future negotiations within the World Trade Organisation are likely to lead to a further reduction of tariffs worldwide. Protection of local industries through tariff barriers is not likely to be a long term option for Botswana.

Botswana should examine the advantages and disadvantages of establishing itself as an export processing zone, free of tariffs and taxes. This should be done in the context of seeking to improve the usefulness of the customs union to Botswana's situation.

Government services and Infrastructure

The development of Botswana's infrastructure during the past decade, and the extension of Government services to the majority of the population give us an advantageous position in attracting investment for new manufacturing industries and services. These attributes will need to be aggressively promoted, along with packages of incentives that will bring the necessary foreign capital into the country.

Water

The National Water Master Plan points out that there is an urgent need to give attention to the use and conservation of water in Botswana. It is essential to harness the scarce water resources to ensure an adequate supply of safe drinking water for all citizens. Botswana must develop a national water development and distribution strategy that will make water affordable and accessible to all, including those who live in small and remote settlements.

Water must be used as efficiently as possible, for example by the adoption of technology such as drip feed irrigation. More dams must be constructed wherever feasible, and the water made available to the local communities. All Botswana must be encouraged to make full use of rain water through water harvesting techniques from rooftops, and by collecting surface runoff. The recharge of boreholes must be monitored.

Botswana must play a full part in negotiating and promoting international agreements concerning water usage and storage at a regional level, to provide a buffer against localised drought.

Roads and Transport

The quality of construction and maintenance of roads throughout the country must be improved, particularly with regard to road signs and markings that play a major role in improving road safety.

The implementation of plans to improve roads and communications in small and remote settlements must be accelerated. Botswana must ensure that every village has tarred and well-maintained roads linking it to other settlements.

Creating Employment

Measures must be taken to ensure that Botswana have the appropriate training and skills to take up opportunities offered by foreign investment, or by the introduction of export processing zones or free trade areas. This can be facilitated by strengthening non-governmental organisations offering market services.

The importance of technical training must be stressed throughout the education system. A more difficult task is however to emphasise the importance of technical skills to the economy, and to upgrade the status of those who are employed in technical jobs. This can only be done through constant emphasis, and recognition of the economic contribution of technical skills both within Government and outside through improved salaries and incentives.

Small Scale Business

The expansion of small and medium sized enterprises is a vital component of the strategy to achieve full employment within twenty years. These form the bedrock of many economies, and give it stability against external shocks. The structure of ownership of large enterprises is more likely to involve substantial foreign capital. The growth of smaller enterprises is an important mechanism for involving the citizens of the country in the process of industrialisation. Measures need to be introduced to ensure that small enterprises benefit from large scale companies through sub-contracting or supply of services. There must be efficient mechanisms for the provision of small scale and micro credit.

The need for coherent and holistic Government policies to support the private sector, and the development of small and medium scale enterprises must be addressed as a matter of urgency. Vehicles of support and incentives such as the FAP must be upgraded to include and cover both labour intensive and capital intensive high technology driven projects.

Other vehicles of support similar to the Malaysian Industrial Development Fund should be created and appropriately staffed to encourage, solicit, examine and implement innovations. Such a vehicle could be called the Botswana Industrial Development Fund (BIDF). The BIDF will examine each project submission for its technical soundness and commercial feasibility. When accepted, it will establish a subsidiary company for each project, where BIDF holds share equity. The project sponsor would be awarded share capital equivalent to the value of the innovation, and would have the option to buy back the BIDF equity when the project is in full operation.

Some of these issues are addressed by the proposed industrial policy, which must be implemented as a matter of urgency.

Housing and Shelter

The quality of housing and shelter has a fundamental bearing on public health and productivity. Innovative measures must be introduced to provide basic shelter for the people. The measures should include a range of financial and legal instruments and delivery systems that will encompass both urban and rural shelter.

Examples include the possibility of allowing SHHA plots to be larger, in order to allow for expansion and development, and allowing occupants to pay towards ownership.

The operation of the housing market must be made more efficient. Public and local authorities should collect and disseminate information about demand and supply of housing. The legal and regulatory framework for construction, building codes and standards and land use should be regularly reviewed to promote competitive markets. The procedures for property transactions must be made transparent to prevent corruption.

Attention must be given to basic infrastructure and services including safe drinking water, waste disposal, public transport, telecommunications, health and education and recreational facilities with convenient access to housing developments.

Agriculture

Arable Agriculture

Agriculture is the backbone of any nation. The development of diversified food production will be a paramount challenge for Botswana, and will give her stability against external shocks. Botswana is a large country with a small population, and it must endeavour to develop its agriculture, especially in its eastern section where conditions are more favourable.

Botswana must exploit its comparative advantage in agriculture, on the basis of a level playing field where infrastructural development is comparable with competing countries. The aim must be to grow appropriate crops for the domestic and export markets, and to import those commodities whose production is expensive within the country. The population must be sensitised to consume drought resistant crops such as sorghum. This will entail experimenting with different methods of preparing these foods.

Botswana must further review the use of technologies, including the promotion of fertiliser use, such as those developed in other countries that experience similar conditions. The organisation of the agricultural sector must be reviewed to deliver and promote development through more effective technology transfer and extension services.

Falling yields must be improved through the development of a stronger system of agricultural research and extension. It is essential that agricultural extension officers are well trained and motivated, and travel regularly within the rural areas advising farmers on the adoption of modern husbandry and cultivation techniques. They must spend less time in the office and more time in the field, and should work hard at assisting people to find markets for their products. Practical agricultural training centres and demonstration farms should be available in every district.

The aim must be to empower Botswana to develop productive homesteads where self-employment will be a realistic alternative to formal sector jobs, and provide a stable

bedrock for incomes in rural and peri-urban areas.

Major improvements need to be made in the system of land tenure and land allocation before agricultural production can significantly increase. There is also a need to improve the current schemes meant to assist farmers, and to find methods to empower Batswana agriculturally. Special emphasis must be made on land allocation to women, and to adapting current schemes to assist women and empower single parent households.

Livestock

The beef industry offers a foundation on which to build entrepreneurship amongst Batswana, since they have a traditional knowledge of it. The development of the beef industry could boost household incomes at the same time as producing quality beef that could compete internationally.

The strategy to improve the production and quality of the national herd should include a number of measures. Botswana must introduce a comprehensive programme to upgrade the national herd by incorporating the most advanced techniques currently in use in other countries. A second measure must be to construct livestock performance testing centres.

Farmers must be encouraged to form self-improvement associations dedicated to high standards of beef production and breeding, and to adopt commercial techniques. This will lead to an improvement in the offtake levels, which should be doubled, and in the quality of animals. Farmers should be encouraged to improve fodder production by concentrating water to crops like elephant grass, bana fodder or saltbush.

The farming of small stock should be encouraged and developed. The ownership of small stock promotes a more efficient use of resources, and empowers the smaller producers. Small stock animals are hardy and resistant to drought, and can be combined with fodder crops.

Mining

Diamonds

Botswana is a major diamond producer, and diamonds are an important resource for development. Diamond production will continue throughout the next twenty years. We should be seeking to benefit directly in more of the aspects of the diamond industry and trade. Diamond polishing and jewellery manufacturing in Botswana are very small in relation to diamond production. The trade in polished diamonds and jewellery is very competitive internationally, and carries market risks. Botswana must fully exploit the possibilities for expanding polishing and jewellery production, to further penetrate this market.

Major partners in the mining or exploitation of diamonds should be encouraged to play a more active and pro-active role in the diversification of the Botswana economy.

Other mineral deposits

Botswana has large deposits of soda ash. However, soda ash is also widely available world-wide, and it is a challenge for Botswana to compete in the by-product industries.

We must find ways to penetrate the local or international market in soda ash products.

Botswana must continue to exploit its other mineral assets, such as copper, nickel and coal. There is considerable scope for the development of more small scale mining operations in the areas of precious stones and industrial minerals in a way that encourages ownership by citizens, and which improves the distribution of income, and enables rapid exploitation of small scale deposits.

Further Exploration

It is important to remain competitive and dynamic in the mineral sector at the same time as seeking to diversify the economy. Our position in the world as a major diamond producer can only be maintained through continued exploration. Exploration is a long term effort to realise a return from the search for further mineral resources. It is critical that the pace of exploration is maintained, particularly in diamonds, gold, other precious metals and oil. Discoveries and exploitation would impact on the economy directly, while the exploration also provides employment and multiplier effects.

Services

Tourism

Botswana has a rich diversity of wildlife, culture, history, archaeology and natural beauty that can be used to develop the tourist industry. This should begin by further developing the facilities and possibilities of the existing game reserves such as Chobe and Moremi, for example by privatising their management, or by allowing the private sector to provide camps and facilities. Creative thought must be given to the exploitation of the country's history and culture, and how it can be packaged as part of a well-developed tourist industry.

We must review the strategy of aiming exclusively at low volume high value tourism in Botswana. The evidence from neighbouring countries suggests that there is scope for increasing the volume of tourism without catastrophic environmental cost.

The Okavango Delta is a complex and fragile ecosystem, which has been the subject of numerous research efforts by both private individuals and institutions outside Botswana. There has been very little research generated *within* the country - only recently has the Okavango Research Station been established by the University of Botswana. It is vital to develop a citizen based expertise to manage and understand the resources of the Delta.

Local ownership and capacity building must be emphasised throughout the eco-tourism industry, so that local people have a stake in using its resources in a sustainable way. Botswana who live in areas with high tourist potential must be encouraged to enter into the tourist industry, for example by providing small scale accommodation or guest houses. There must be a public campaign to promote the importance of tourism, and to encourage citizens to have a friendly and welcoming attitude towards foreign tourists.

There is an urgent need to carry out an integrated environmental study to obtain data that could be used to form an Okavango Delta environmental master plan. Such a plan must be sensitive to the socio-economic needs and development of the communities in the Delta, while exploiting its immense tourist potential. There are additional risks to

the inflow of water in the Okavango Delta that require joint management with neighbouring states.

The proximity of the Delta to other renowned sites such as the Victoria Falls will ensure a steady flow of tourist traffic for years to come. The wealth of the delta is a heritage which Botswana must understand, but also manage and develop. The tourist potential of the delta is a vital component in efforts to diversify the economy, and to place the importance of the natural resources at the forefront of national thinking.

Financial services

In an environment of improved telecommunication, strong foreign reserves and economic stability, Botswana could be in an excellent position to offer financial and banking services throughout the region. The idea of establishing Botswana as a banking and financial services centre has been mooted and studied in the past, and must be developed further as a matter of priority, before it is pre-empted by others.

Given the importance of the development effort that will be needed in the coming decades, it will be necessary for the banks in Botswana to be more development oriented. This will require a departure from the conservatism of the past, but some element of risk must be taken even by financial institutions if Botswana is to meet its ambitious development targets.

Transport services

Botswana has a central location within the southern African sub-region, and is well located for access to the trans-Kalahari highway, the Maputo corridor, and to the rest of the southern African network. The country is well placed to be able to provide transport services to its neighbours. There is a clear need to improve the internal road and rail network and local transport services, which would facilitate the orderly development of a number of sectors, particularly tourism.

The Environment

The natural resources of Botswana are one of its greatest assets. The strategy for protecting these resources must be based upon sound domestically based research. This should include the extent of mineral and water resources, the possible implications of increases in manufacturing, urbanisation, tourist volumes or long term changes in climate, and the effect of the use of water resources both within Botswana and in neighbouring countries. The National Conservation Strategy Secretariat must be strengthened and made more pro-active.

The results of research must then be translated into effective measures that will protect the resource base and environment in a sustainable way so that they can be enjoyed by the citizens of the future.

Livestock and wildlife must be managed and controlled in order to avoid overgrazing, and the resulting soil erosion. The eradication of poverty and the improvement in the efficiency of arable agriculture will reduce the demand for deforestation in Botswana. Improved sanitation will prevent the contamination of valuable groundwater aquifers.

The management of the environment and the control of natural resources must be shifted

to the level of the community, so that local people are able to benefit directly from the resources of the area where they live. This principle must be applied to the preservation and exploitation of wildlife.

The social safety net must also contain the option of guaranteed employment of citizens for the purpose of building and maintaining parks and gardens in both urban and rural areas, and for keeping Botswana clean and litter free.

Building a Compassionate and Caring Nation

Income Distribution

Effective measures must be put in place to provide income earning opportunities for those who are not sharing in the national prosperity, and thereby to reduce the degree of income inequality in Botswana. These must include initiatives in a variety of economic activities, such as agriculture or manufacturing. This underlines the importance of building up the small and medium sized enterprise sector of the Botswana economy that will be a crucial source of employment.

Poverty

The reduction of poverty is necessary on moral grounds alone. Recent research has however also shown that it is a sound economic strategy in the medium to long term. Poverty reduction must therefore be placed centrally in Botswana's overall development goals. Poverty has long been inherent in Botswana's socio-economic structure and cannot be treated as merely a result of drought and unfavourable climate. Natural disasters do however tend to increase poverty, and must be treated through temporary assistance.

The basis for poverty reduction in the long run must be the continued existence of the main pillars of the Botswana society: peace, democracy and prudent financial and economic management. These are necessary conditions for economic expansion and employment creation.

A number of measures will be needed in order to meet the poverty eradication goals set out in the Vision 2016. The most important measure is to create sustainable jobs in the economy, particularly in rural areas where the extent of poverty is highest.

A second measure is to develop human resources so that the poor are enabled to actually utilise the job opportunities created through economic growth.

The provision of social services supporting the development of human capabilities must continue, be improved, and be increasingly directed towards the poor. Particularly important services are basic health and nutrition, education and support services, training, youth counselling, public information, and the maintenance of law and order.

Women, especially female headed households, suffer the highest levels of poverty. They are vulnerable, particularly in rural areas, as a result of their poor resource base and limited levels of education and training. Special attention must be given to female headed households to increase their employment and income capacity. Poverty reduction policies must ensure that marginalised households have access to them.

We must maintain and develop mechanisms supporting the poor in helping themselves: enterprise development, employment generation and investment promotion.

Social Safety Net

Botswana must establish an effective social safety net to support those who are genuinely unable to obtain a minimum standard of living through their own efforts, and to assist and encourage them to become self-reliant again.

Labour intensive work programmes have considerable potential as an employer of last resort, and as instruments of poverty alleviation. They should not be related to drought, as in the past, but to the existing pattern of poverty in the country. The state should provide productive employment at an acceptable wage to help people gain work skills that will help them to enter the formal or informal sector. Supervision of the schemes should be subcontracted to the private sector. Productive activities should include maintenance services and community services in preference to expensive infrastructure construction.

The Destitutes policy should also be continued as a safety net for the poorest of the poor. The guidelines should be revised to better relate eligibility to need, to ensure that they actually provide a minimal standard of living, to assist the disabled, and to protect the growing number of orphans.

The measures designed to reduce or alleviate poverty must be targeted first on the most deprived areas wherever possible. This will have the effect of reducing regional disparities within the country. The particular needs of poor resource and low income women in social safety net measures will be crucial in order to improve their quality of life.

Botswana must consider introducing social security, unemployment benefits, and providing contributory pensions for all employees, or a national provident fund. Schemes such as these can only be financed by an expansion in the economy as a whole, and progress towards full employment.

Health

The currently planned improvements in health facilities must be implemented in full, and continued in future until all Botswana have easy access to primary and hospital facilities. The use of hospital facilities should be regulated by the implementation of a referral policy. There must be further development and expansion of rehabilitation services and facilities.

Not enough doctors or nurses are produced in Botswana, and health facilities in many areas are understaffed. There must be an ambitious programme to catch up with the pace of infrastructural development. For example, we must establish a medical school at the University of Botswana as a matter of urgency. In addition, terms and conditions for nurses and allied professions should be considerably improved in line with the difficulty and value of their work, and to encourage more people to pursue these careers.

We must develop and strengthen programmes specific to the health needs of women, in particular adolescents, menopausal and elderly women. There must be a national cervical and breast cancer education, screening and treatment policy, including an in-service training programme for health workers.

There must be a comprehensive multi-sectoral programme on sexual and reproductive health, incorporating HIV/AIDS prevention, prevention and treatment for unsafe abortions, and sensitising of male responsibility in reproductive health matters. There must be research to identify and alleviate the factors that contribute to a high maternal mortality rate.

The practice of traditional medicine and spiritual healing must be brought within a regulatory framework, and made accessible in co-operation with modern medical facilities. It should be possible for people to be referred to traditional healers who have been registered and properly regulated. Traditional healers should be able to use facilities within or nearby modern clinics and hospitals.

HIV/AIDS

The further spread of the HIV virus in Botswana must be halted if we are to avoid catastrophic consequences. The full ramifications of the AIDS epidemic are not well understood, but their effects will be felt during the next twenty years. The current campaigns for prevention of the spread of the virus must be intensified through all possible media of communication.

We must expand and diversify family planning and education services to the youth to reduce the incidence of HIV/AIDS, along with other sexually transmitted diseases, and teenage pregnancies.

Even if new infections by the HIV virus are halted, the current rate of infection unfortunately means that HIV and AIDS will be with us for many years to come. The task of mitigating the effects of AIDS related illness must be given the utmost priority throughout the health and education systems, through support for affected households, and through initiatives in the workplace.

All businesses and enterprises, including Government, must be encouraged to set up schemes to educate their employees about the dangers of HIV and to promote safe practices. Benefit schemes, insurance, pension and medical aid schemes in the workplace must be improved so that those who are suffering from AIDS related illnesses can continue to work productively for as long as possible, and so that families and dependants are adequately cared for..

The onset of the AIDS epidemic has already increased the number of orphans in Botswana far more than the ability of extended families to absorb them. Appropriately staffed and equipped orphanages must be provided as a matter of urgency.

Women of childbearing age have the highest risk of contracting the HIV virus, and women of all ages bear the heaviest burden of caring for AIDS sufferers and their dependants. There must be greater support for home based or hospice care to help to relieve this burden.

Conditions need to be created to support both public and privately funded research into measures to prevent the spread of HIV, or even to cure the AIDS virus itself. Botswana must also have immediate access to any progress in this regard in other countries.

The Policy on Women in Development

The existing policy on women in development has had wide consultation and has been approved by Parliament. The draft national gender programme and plan of action reflect strategies to translate all policies and programmes into effective instruments for the full empowerment of women in Botswana. It now needs to be implemented by all stakeholders, to ensure that gender concerns are included within all development programmes and policies. International experience suggests however that discriminatory attitudes and practices are very deep seated, and that progress in improving the position of women is too slow. Resources must be committed to these initiatives in the current National Development Plan.

The proposed National Council on Women must be established with immediate effect so as to promote and monitor the implementation of the policy on women.

The strategies to ensure the full empowerment of Botswana women should be focused on six areas, for which sufficient resources will need to be allocated. First, to eradicate the persistent burden of poverty on women by formulating, reviewing and adopting economic policies, laws and practices which target women's needs, and ensure their equal access to and control of productive resources.

Second, all laws, policies and practices that discriminate against women should be reviewed, amended or repealed. New empowering laws should be enacted to ensure women's full equality with men in both law and practice. Legal literacy programmes specifically targeted at women should be devised and disseminated to them, and free or affordable legal services made available to those in need.

Third, positive measures including affirmative action in favour of women should be taken to ensure women's full participation in positions of power, leadership and decision making at all levels of Botswana society.

Fourth, gender equity would be ensured in education and training through programmes aimed at the eradication of illiteracy, and improving women's access to vocational training, science and technology.

Fifth, women's access to appropriate, affordable and quality health care should be improved, in addition to preventative programmes for the promotion of women's health, including reproductive health.

Finally, concrete measures to prevent and eradicate violence against women should be taken through community-based education, the enactment and enforcement of laws, as well as the provision of services to support women subjected to violence.

Building a Safe and Secure Nation

Crime

The problem of crime can only be solved via a broad perspective, and by strengthening the capacity to contain it. A first priority is to reduce the motivation to commit crimes through reducing poverty, creating employment opportunities and improving recreational facilities, particularly for young people.

The elimination of violent crime, rape and drug abuse will require a combination of heavier penalties, community vigilance, moral education, greater public awareness and the speedy administration of justice. The incidence of housebreaking, car theft, pilferage and petty crime should also diminish significantly as a result of these measures. Strong border controls must ensure that crime is not imported from elsewhere.

Botswana must eliminate violence against women and girls by the year 2016. There must be gender and sexual harassment policies in work places, educational institutions and the community in general. Access to legal services through legal aid should be extended to women and girls.

National research must be conducted to understand the extent, nature and root causes of violence and harassment against women and girls, to develop appropriate measures to eradicate it.

There must be greater public education condemning violence as illegal, and a violation of basic human rights. The media must be encouraged to play a more pro-active role.

Similarly, as a result of the commercialisation of livestock production and greater co-operation among farmers, together with more determined efforts on the part of law enforcement agencies, including chiefs, stock theft should no longer be a major source of public concern in Botswana.

The elimination of white collar crime must be accomplished by more effective monitoring of financial transactions, earlier detection of corruption on the part of employees and members of the public. The Directorate on Economic Crime and Corruption must become more effective and fully exercise its autonomy of action. The Judicial system also must impose penalties that are sufficiently high to deter criminal activity.

Preventative action in areas of youth crime and violence is needed as a matter of urgency. There is also need to assist those young people who are exhibiting delinquent behaviour through provision of specific youth oriented correctional facilities, recreational facilities and counselling. Other support services include education and communication programmes run by the Botswana National Youth Council, youth organisations and other stakeholders, as well as assistance with obtaining information.

More resources must be provided to the police to respond to the increasing crime in the country, both in terms of coverage and sophistication. Community based institutions such as crime prevention committees and others will be strengthened in their efforts to educate the public on their role in crime prevention and eradication.

The training and equipping of the national and local police forces must be brought within an integrated system to ensure a uniform quality of service.

There has been a loss of confidence in the criminal justice system. Properly staffed courts and specialised tribunals must be set up or strengthened in all districts of the country to ensure citizens' speedy access to justice. A national legal aid system should be established to support those in need of legal counselling and court representation services.

Road Safety

Road safety and driving standards must be improved by means of the more stringent enforcement of the laws pertaining to vehicle use and roadworthiness. Public education and information also have a vital role to play in the reduction of human loss, injury and property damage from road accidents. We must develop measures to incorporate road safety into infrastructure design, and training.

The quality of driving must be improved in Botswana through improvements in driver education and a more stringent and better monitored licensing qualification. Drivers must be taught to respect the disabled, and to recognise the significance of the white sticks used by visually impaired people.

There must be an effective campaign, coupled with public education and the inclusion of road safety in school curricula, to eradicate driving under the influence of alcohol or drugs. The proliferation of bottle stores near roadsides must be eliminated.

The quality of fencing must be improved on all roads in order to eradicate the risks posed by stray livestock. Animals that are found on the roads must be confiscated in order to ensure responsible handling by their owners.

The design and building of roads must include provision for pedestrian and cycle tracks to reduce the danger for road users other than motor vehicles.

National Defence

Improvements in the performance and efficiency of the civil Government should enable the Botswana Defence Force (BDF) to concentrate on its core military responsibilities - namely the maintenance of its defensive capabilities - in the most cost effective manner. There should be a limited involvement by the BDF in non-military activities such as crime prevention, agricultural production, and patrol of national parks. Over involvement in these activities might compromise their combat readiness. There must be clear benchmarks for military expenditure, so that the burden on the economy can be controlled.

It is important that the BDF maintains a good relationship with the rest of the population. In this regard, it will need to improve its image vis-à-vis civil society through better public relations. The BDF should begin to admit women to its ranks.

There must be a public and democratic review of Botswana's defence policy to address the question of the mandate and future role of the BDF in the changed regional political environment. A further issue that needs to be resolved is whether or not the establishment of a Secretariat of Defence would improve the accountability of the BDF to the nation within the political process.

Disaster Preparedness

Botswana must significantly enhance its disaster preparedness as an integral part of ensuring the safety and security of the nation. Measures must be put in place to deal effectively with the impact of drought on the population. There must also be effective plans to deal with other natural disasters such as floods or forest fires. If we do not have effective strategies for disasters, the benefits of many years of development could be threatened.

Building an Open, Democratic and Accountable Nation

Open, Transparent Governance

It is important that Botswana must continue its tradition of open government, and encourage a degree of transparency so that the reasons for decisions and policies are understood by the population. This will require an open acceptance that mistakes and failures are made, and an open discussion about how policies and strategies might be improved.

Free political debate

At every level, there will need to be free and informed political debate that subjects every decision and policy to careful consideration from those with differing views. Botswana's tradition of democracy is one of its strongest assets, and gives it the stability that it will need in the future. This freedom should be balanced by a code of conduct for political activity and debate.

The Legal Order

A fully equipped secretariat should be established for the Law Reform Committee, staffed by professional lawyers and social scientists. This will support the Law Reform Committee through research into the impact of the law, and its consistency with constitutional and international human rights standards.

A programme to educate citizens about their rights and responsibilities must be devised and implemented, and existing programmes in this area must be supported. This must also comprise information on the working of the dual legal system, and the legal options available to citizens.

A Government Ombudsman

The transparency of government will be improved through the appointment of an "Ombudsman" or Public Commissioner, whose functions must include ensuring that public officials are accountable to the public in a real sense, and who will press for the speedy implementation of agreed policies. There must be efficient systems whereby ordinary citizens can communicate directly and speedily with the office of the Ombudsman, such as the provision of stamped, addressed envelopes in post offices.

Attitude of leadership

The strategies to build a moral and tolerant society depend upon the strength and resilience of the social institutions in Botswana, and their ability to impart those values to future generations of citizens.

An important role model is provided by the attitude of leaders at all levels of society - from the family and community up to the representation in parliament and the presidency. Leaders must behave in a moral fashion, to respond to the needs of those they represent, and not to yield to the temptations of corruption. They must exhibit qualities of trustworthiness, or *Boikanyego*.

Political parties must ensure, through their candidate selection processes, that the public leaders are endowed with these qualities. Political parties must also learn to distinguish between national and party issues. They must be united on national issues, i.e. *Tshwaragano*. They must discourage the use of vulgar language in political debates or campaigns.

The Kgotla and the Role of Traditional Leaders

The tradition of the Kgotla provides a strong base on which to build a decentralised democracy. Democracy must be extended down to the level of community in a way that allows ordinary people to see that their views have been freely sought and seriously received. There must be ownership and empowerment among the population if Botswana is to withstand the challenges of change.

The status of chiefs should be raised, since they are nearer to the people and better able to understand their problems. The chiefs are also in a good position to help to safeguard the culture and traditions of the country. For example, there should be some sanction on those who do not attend kgotla meetings.

There must be greater emphasis on the training of chiefs and headmen for the responsible exercise of their office, including a minimum requirement of educational attainment.

The execution of appropriate justice could be speeded up if the chiefs were given more judicial powers, subject to the availability of legal counsel for defendants.

It is likely that standards and levels of commitment would improve if headmen and members of village development committees were recognised, empowered and better remunerated for their time and effort.

Building a Moral and Tolerant Nation

Morality and Ethics

Civic duty and self reliance

The advancement of Botswana is a duty incumbent on all citizens - it is not only a matter for the Government. The idea of civic duty must be discussed and kept alive in people's minds. No legislation can produce this commitment - persuasion is the only practical route to success. The case must be made through every available medium. The self reliance of Botswana society will need to be encouraged and developed.

Botho

If Botho is to become one of the central principles of Botswana society, then it is essential that fellowship of mankind, co-operation, selflessness, compassion and a spirit of sharing be built into all policies and programmes. Children must learn Botho in the home, at school, in the community and in the work place. Programmes such as WITS, PACT and AIDS awareness must have Botho as their central theme.

Economic growth must also embody *Botho* in its strategies, policies and programmes. Growth must conform to at least five principles, implied by *Botho*.

Botswana must avoid "jobless growth". Growth must create employment and offer all people a secure livelihood.

Botswana must avoid "voiceless growth". Growth must be accompanied by full participation, empowerment and democracy.

Botswana must avoid "ruthless growth". Growth must be accompanied by smaller income disparities and a reduction in poverty.

Botswana must avoid “rootless growth”. Growth must be inclusive of all ethnic groups.

Botswana must avoid “futureless growth”. Growth must be sustainable in the long term.

Religion and Human spirituality

Religious institutions must be recognised as important for the maintenance and transmission of moral and ethical standards. They also encourage the qualities of human spirituality and self-confidence which every society needs. They should be assisted to take responsibility for imparting a sound moral education in schools.

Tolerance

An atmosphere of tolerance towards minorities or groupings who do not share the attitudes or behaviour of the mainstream is necessary in any well-ordered community. The system of education must stress the value of a multi-cultural society, and the strength that it can offer in terms of international connections and the flexibility to respond to change.

Building a United and Proud Nation

Globalisation

Globalisation and rapid change do not need to be seen as a threat in a society that rests upon a solid foundation of tradition and ethical behaviour. Botswana has as much reason for self-confidence and optimism as any other nation.

Family Values, Traditions and History

Botswana’s social structure rests upon a long history and culture, and a set of traditions governing the behaviour and obligations of people towards each other and the community as a whole. It is important that this culture, built over a long period of time, is strong enough to absorb and filter the influx of new ideas and patterns of behaviour without losing its coherence. It is essential to encourage a culture in which every individual respects the views of others.

The key institution for the transmission of traditional values is the family unit. The strength of the family is threatened by the pace of change, particularly by the rapid urbanisation that has taken place, accompanied by the high degree of migrant labour and Government transfers. Measures must be taken to encourage and strengthen the family unit in modern society, while retaining the traditional values that give Botswana their sense of being a distinct culture. They will help to encourage the institution of marriage, and to contain problems such as teenage pregnancy, street children, all forms of sexual harassment, and the spread of the HIV virus.

Alcohol Consumption

There must be a vigorous public campaign to educate Botswana about the negative effects of excessive alcohol consumption. This must go hand in hand with the provision of recreational and sporting facilities.

The Value of Saving

Economic growth depends upon investment. Although foreign capital is necessary and welcome to the development process, much of the investment will need to be financed from domestic sav-

ings, either Government or household. Current levels of household saving in Botswana are very low, or even negative. Public education will need to focus upon the value of saving, as opposed to consumption, especially amongst children and the middle and high income earning bracket.

Botswana History and Culture

All forms of cultural expression, such as the arts and music, must be given full encouragement through the provision of more resources. A more effective Botswana National Cultural Council, in conjunction with the arts departments of the University of Botswana, the Botswana National Archives, the National Museum and Art Gallery will formulate a broad national cultural policy and promote the preservation of Botswana's history.

This will include clear strategies for the collection and preservation of Botswana's rich and diverse oral and written traditions and arts, and the identification and development of national archaeological and heritage sites and other national monuments. It is also necessary to develop arts and cultural museums and historical libraries in all regions of the country.

Peace and Stability

Botswana must maintain its record of human rights observance, peace and stability. The political parties must nurture Botswana's multi-party democracy, and must learn to distinguish between national and partisan matters. Peace and stability must be strengthened by encouraging religious and spiritual values.

Sport, Recreation and Leisure

Sports and recreation have many tangible benefits, and a significant impact on other areas of life. There is a need to increase the participation rates in sporting activities in Botswana.

Botswana must seek to attract international and regional sporting events such as the All Africa Games or the Commonwealth Games, and pay particular attention to potential economic benefits in the areas of tourism and development of facilities. Sporting facilities and programmes in particular need to be improved to a point that will allow Botswana to compete at an international level.

Sports in Botswana must be professionalised, so that talented individuals are given the opportunity to earn a living from it. Government should increase expenditure on sports, and provide facilities to develop the youth. International coaches should be hired to improve performance. Botswana must establish a sports and fitness improvement programme to suit the needs of both the youth and adults.

The development of recreational facilities is a priority. There will be many benefits in terms of the urban environment, in addition to helping to curb excessive alcoholism and the spread of AIDS.

THE NEXT STEPS

Participation - “*Seabe sa Motswana Mongwe le Mongwe*”

Batswana will be active participants in all of the elements of Vision 2016, not passive beneficiaries of additional services, infrastructure and improved quality of life. While Government has an undeniable and critical role to play, “*seabe sa Motswana mongwe le mongwe*” (the role of every Motswana) is a fundamental element of the equation. Every Motswana must marshal his or her best energies and resources towards the realisation of the Vision.

In this regard, a sustainable Government budget; the promotion of savings through carefully crafted and innovative financial instruments; well-managed co-operatives and other collective schemes; and more importantly the re-invigoration and sustenance of self reliance, “*Boipelego*” are imperative to the success of the Vision.

The communities, business people, farmers, employees, employers and other stakeholders have to exploit to the full the potential of pooling resources for a common goal and Vision. The implementation of the self-reliance spirit and the people’s participatory contribution to development relies entirely on the commitment and dedication of the young women and men, the elderly, the children, and the disabled. They have, or can acquire knowledge and expertise that can be utilised to improve the quality of their lives and the status of their villages and towns.

Vehicles of Implementation

Organisations

In addition to Government, institutions such as BOCCIM, the BCCI and other stakeholders will be required to incorporate the Vision principles, suggested policies and strategies and to monitor their implementation. The present private sector framework is a key building block for the future development of the economy and the nation.

The “stakeholder partnership” concept between Government and the private sector, between foreign investors and citizens, between large, medium and small scale investors must be explored and implemented immediately. Further, it is essential that the large corporate bodies increase their capacity to support the social sector, including education, health, sports and recreation.

The parastatals, as major service providers, should review their service provision policies and strategies so as to incorporate the ideas and recommendations of the Vision. The future growth of the economy will depend to some extent on cost efficient services for investors in order to ensure competitiveness within the region and beyond.

NGOs and Community Based Organisations (CBOs) are playing an important role in the development process, and their existing foundation and experiences should be harnessed for the future implementation of the Vision strategies. Their capacity should be strengthened as key partners in development, to effectively complement Government and private sector activities. Government and private sector must greatly increase their commitment and material support to the resource poor NGOs.

The Relationship to National Development Plans

The principles and goals of the Vision will form the starting point for all future National Development Plans and mid term reviews, and will guide the formulation of future national policies.

Many of the goals and objectives of NDP 8 are in keeping with this long term Vision for Botswana. These include the theme of sustainable economic diversification, the thrust given to employment creation, the need for increased international competitiveness of our economy and export promotion.

Many of Botswana's already approved policies have been subjected to public scrutiny and the necessary national consultations. Government must implement these policies with deliberate speed to ensure that a solid foundation is built for the realisation of Vision 2016.

Economic Policies

The management of inflation, the exchange rate of the Pula, and the maintenance of positive real interest rates will be critical policy instruments if Botswana is to become internationally competitive. There must also be sustainable incentive programmes for promotion of private domestic and foreign investment, and a climate of stable and predictable policies. The ongoing liberalisation and deregulation of the economy will have to be pursued with more tenacity and vigour.

A lean and service orientated public service must operate openly and transparently and be business friendly and supportive of private enterprise. It can create the necessary climate of mutual trust, goodwill and a shared Vision between the public and private sectors through, for example, speedy allocation of licences, land for development, connections for telephone, electricity and other services.

Increased private sector participation in the economy is necessary both to relieve Government of the administrative burden of a large bureaucracy and attendant budgetary costs, and to nurture our fledgling private sector itself. A vibrant, innovative and committed private sector that is not dependent on Government subsidies will be crucial to the future socio-economic success of Botswana.

The Vision Council

Overview

It is imperative that a high level institutional mechanism - a Vision Council - is established to monitor and evaluate the effective and timely implementation of the Vision by all stakeholders.

The Council must be a highly respected non partisan national body answerable to the nation. It must be established as a matter of urgency to drive the popularisation and immediate implementation of Vision 2016.

Terms of Reference

The terms of reference of the Council will be as follows:

- To drive and monitor the implementation of Vision 2016 and to address problems and challenges that may be faced during implementation;

- To generate sustained ownership of the Vision by all stakeholders, and a consensus on national directions and strategies;
- To harmonise and promote co-operation between various sectoral objectives, and bring them within the larger national interest.
- To call for information, to conduct public hearings or special investigations;
- To co-ordinate the stakeholder feedback for effective policy implementation;
- To monitor the implementation of National Development Plans as vehicles of the Vision;
- To commission the translation of materials relating to the Vision into Setswana and other local languages;
- To regularly review the membership and functions of the Council in response to changing circumstances;

Reporting

The Council will publish its findings widely by issuing periodic progress reports and recommendations to the public and implementing agencies.

The Council will organise a national conference every two years in order to allow more stakeholder participation, and to review implementation and progress. This conference may be combined with the National Business Conference series staged in Francistown every two years.

The meetings, hearings and investigations of the Council will be conducted and reported in such a manner that transparency is assured and public awareness promoted.

Membership

This membership should consist of all the major stakeholders in the economy and the civil society at large. The membership of the Council will be at most 50 people, as follows:

- The Chairperson - appointed by the State President from a short list nominated by the Council;
- Vice Chairperson - appointed in the same way as the Chairperson;
- 10 representatives from Government, including at least 3 from Ministerial Level and 3 from Permanent Secretary level;
- 2 representatives of political parties, nominated by the All-Party Caucus.
- 38 representatives from NGOs, Civil Society (including parastatals, the University, churches, labour and the media) and the Private Sector.

Membership of the Council will be for a period of 3 years, with 50% of the members having an overlapping term to ensure continuity. Existing members will be eligible for reappointment.

Working Committees

The Council will appoint working committees in all seven strategy areas of the Vision:

- Education and Information
- Prosperity, Productivity and Innovation
- Compassion and Caring
- Safety and Security
- Open Democracy and Accountability
- Morality and Tolerance
- Unity and Pride

Each committee will produce progress reports and recommendations for its area. Professional bodies will be co-opted to provide specific services.

Council Meetings

The full Council will meet 3 times per annum during the first two years. The frequency in later years will be determined after that time. The working committees will meet prior to each full Council meeting, in order to provide inputs to the Council.

Secretariat

The Council must be served by a small, efficient full-time secretariat, independent from Government.

Each of the Council working committees will have full secretarial services from the same secretariat.

The Council will appoint its own secretariat, which may be one of the stand-alone research institutions.

Legal Authority and Powers

In order to enable the Council to work effectively, and to enhance its authority, the terms of reference should be enshrined in a statutory instrument.

Running Costs

All costs incurred by the Council should be met from the Government budget in the normal way.

Other Councils

There should be a review of the terms of reference of related councils such as the HLCC, NEMIC and RDC with a view to reducing overlapping functions. Where necessary, some them should be amalgamated within the Vision Council structure.

SUMMARY

Why Does Botswana Need a National Vision?

Botswana finds itself in a period of history when social attitudes and values around the world are changing at an unprecedented rate. In the future, the people of Botswana will need to adapt to the challenges of global society while retaining the positive aspects of their cultural values that distinguish them from other nations.

After thirty years of independence we should take stock of our past aspirations, and the extent to which we have realised them. At the same time, we should formulate our aspirations and dreams for the future. What kind of society would we like Botswana to be by the year 2016, when we will be celebrating our fiftieth anniversary of independence?

Some of the changes we need to make will only take effect after a number of years. This includes improvements in education and public health. We must therefore have a long term view of the right directions to take.

For us to be active in the rapidly changing global economy and social order, we must take advantage of the opportunities that will be presented. The lofty and ambitious targets we set for ourselves will come with many challenges, some of which we cannot anticipate today. We must be prepared for continuous innovation, resilience, commitment and fortitude.

We will have to be dedicated to shaping the destiny of our country. Nobody will do it for us. Some of the changes that will be required will entail effort and hardship. This will be rewarded by an improvement in the lives of all Batswana.

How the Vision was Produced

The work of defining Vision 2016 began in August 1996 with a nine person Presidential Task Group. They produced a booklet entitled “A Framework for a Long Term Vision for Botswana”. This group of nine, acting on an individual basis was expanded to thirty one people in January 1997. The additional members represented political parties, Government, parastatals, non-governmental organisations, churches, youth, the private sector and labour unions. The task of the expanded group was to manage a process for consulting the people of Botswana to discover their common aspirations for the future.

The Task Group issued invitations to the public to make written submissions about the national Vision. A large number of submissions were received, some from Batswana living outside the country. All of them were read and discussed by the Task Group.

The Task Group managed a series of more than thirty open hearings or kgotla meetings in the district and urban centres of Botswana. These meetings were well attended, and the participation provided many of the ideas expressed in the Vision.

A research team from the University of Botswana carried out consultations in a selection of small villages and remote settlements. The resulting ideas were different from

the ideas of people living in the main centres, and they have been given special consideration in the Vision.

The Task Group arranged an essay competition so that they could learn the ideas of young people in or out of schools and tertiary institutions. Some 740 entries raised many very important issues that have been included in the core of the Vision.

The symbol representing Botswana's long term Vision - the Vision logo - was also the result of a public competition, where more than 420 people sent in their ideas.

The Vision 2016 described below is a national manifesto for the people of Botswana. It reflects the views of many different parts of our society. It is a statement of long term goals that identifies the challenges implied by those goals, and proposes a set of strategies that will meet them.

Vision 2016 - A Long Term Vision for Botswana

The development plans of Botswana have always been based upon the four national principles, which are Democracy; Development; Self-Reliance and Unity. These principles are still valid today, and must be re-focused to embrace change and relate to Botswana's current level of development.

The fifth principle for Botswana will be *Botho*. *Botho* as a concept must stretch to its utmost limits the largeness of the spirit of all Botswana. It must permeate every aspect of our lives, like the air we breathe, so that no Botswana will rest easy knowing that another is in need.

By the year 2016, Botswana will be an **educated, informed nation**. All people will be able to have good quality education that is adapted to the needs of the country. Schooling will be universal and compulsory to the secondary level. Good quality vocational and technical training will be available at secondary level and beyond as an alternative to academic study. Entrepreneurship and business skills will be an integral part of all schooling. No student will be disadvantaged by ethnic origin, gender, language or remoteness of settlement.

Botswana will be in the forefront of information technology with state of the art communications equipment, and will play a full part in the coming information age. All people will have access to telephones, national newspapers, radio and television services, and to computer equipment. Information about the operations of Government or other organisations will be freely available to all citizens.

By the year 2016, Botswana will be a **prosperous, productive and innovative nation**. Botswana will be a hard working and disciplined people with a diversified economy. Agriculture, industry, mining and services will be productive and vital components of economic activity.

Botswana's development will be sustainable, and will take account of the preservation of the environment and renewable resources. Incomes in Botswana will have been raised closer to those in developed nations. All Botswana, male and female will have the opportunity of paid employment, access to good quality housing, as well as increased

resource ownership.

By the year 2016, Botswana will be **a compassionate and caring nation**. Income will be distributed equitably. Poverty will have been eradicated, and there will be an efficient social safety net for those who suffer misfortune. All Botswana will have access to good quality health services, sanitation and nutrition. The negative impact of the AIDS epidemic in Botswana will have been halted and reversed.

By the year 2016, Botswana will be **a safe and secure nation**. Violent crime will have been eliminated, and there will be full protection of individual rights. Botswana will have confidence in law enforcement agencies, and standards of road safety will be high. The people and borders of Botswana will be protected by a small, disciplined and accountable national defence force.

By the year 2016, Botswana will be **an open, democratic and accountable nation**. There will be a system of decentralised democracy and political tolerance. Civil society will play a full part in the development of the country, alongside Government. The nation's leaders will be open and accountable to the people. The role of traditional leaders will have been enhanced. Freedom of expression as well as press freedom will be fully protected.

By the year 2016, Botswana will be **a moral and tolerant nation**. There will be high standards of personal morality, and tolerant social attitudes towards people of different cultures, ethnic traditions, religions or disabilities.

By the year 2016, Botswana will be **a united and proud nation**, sharing common ideals, goals and symbols. Society will be underpinned by resilient family values with a strong sense of tradition and pride in its history.

The Strategy for Making the Vision a Reality

During the past 30 years, Botswana has transformed itself from poverty to potential prosperity. The exploitation of diamonds in particular has enabled infrastructural development, the expansion of education and health facilities, along with strong economic growth. Botswana has been distinguished by sound economic management and social and political stability. There are a number of challenges that must now be met if the Vision presented above is going to be a reality by the year 2016.

Botswana must work harder, and aim at the highest targets. At the same time, we must be flexible and pragmatic to meet the changing circumstances. All people will need to embrace and promote the Vision to make it a reality.

Building an Educated, Informed Nation

Botswana must move quickly towards universal and compulsory education up to secondary level. Vocational and technical training must be available to all as an alternative to academic study.

Botswana must improve the quality and accessibility of its education system, and gear it to the needs of the country and the job market. We must launch a major campaign of teacher training for all levels of school. All schools, regardless of the medium of instruction, must be properly equipped in all parts of the country. The nation's languages

must be taught to a high standard at all levels.

Students in schools must be given remedial teaching where needed, or permitted to repeat classes when they fail. Automatic promotion must be reviewed. Education must be sensitive to the special needs of the disabled. There must be no gender discrimination in the education system. Young mothers must be entitled to resume their schooling as soon as possible after confinement at the same schools that they left.

A Tertiary Education Council must be established to oversee tertiary education in Botswana. This council should actively consider the building of a medical school and a second university. A National Research Council should be established to oversee research in the country. The private sector must be encouraged to run educational institutions.

Botswana is fortunate to have a small population and a large country with many resources. We must empower the youth and women to participate fully in national development. We must pay more attention to the experience and wisdom of elderly people. Products of our educational system must be independent, productive, innovative entrepreneurs with cutting edge skills.

Youth organisations in Botswana must be encouraged to adopt a higher profile to promote the interests of young people. Sporting and recreational facilities must be developed to meet their needs. Rehabilitation and counselling services must be expanded to counter youth crime. Support and services must be offered to reduce the level of teenage pregnancy.

The Tirelo Sechaba, if retained, must be reformed in a way that preserves the idea of national service, but makes more effective use of the skills and energy of young people.

Botswana must improve the access of all of its people to information and the new technologies that are sweeping the world. An Information Age Working Group should be established to guide policies and programmes in information technology and development. Botswana must invest in the most modern communication technology, including satellites.

Botswana must introduce a freedom of information act to protect the rights of citizens to obtain and use information. We must introduce universal and national radio and television stations as soon as possible to bring information to all parts of the country. The media, including newspapers, must have high ethical standards and must document their own code of conduct. They must be independent of Government.

Building a Prosperous, Productive and Innovative Nation

Botswana must implement its existing development policies, and strengthen its monitoring mechanisms. All initiatives must be given quantifiable targets and implementation schedules.

Botswana must improve its work ethic and productivity in all of its organisations, both private and public. The principle of rewarding good performance must form part of working conditions, particularly in the public service.

There must be a wide ranging reform of the public sector. Senior civil servants in particular must be employed on fixed term contracts with performance based pay and monitorable objectives. The organisation of Government must be decentralised, with more local control of budgets. All organisations must operate on the principle that productivity and good performance are rewarded.

The implementation of the Vision will need full co-operation from all stakeholders: for example the Government, parastatals, political parties, the private sector, religious and non-governmental organisations, and others. There must be an effective “**stakeholder partnership**” where all parties recognise that co-operation will benefit everyone.

Botswana must ensure that its growth is accompanied by citizen empowerment. Botswana must have access to the means of production and have the opportunity to build their own enterprises and create sustainable employment. The local resources of the country, including its people, must be used to the full.

Botswana must develop new engines of economic growth to supplement the diamond industry. The manufacturing industry, as well as financial and transport services, will be among the diverse sectors offering trade with other nations and full employment to Botswana.

We must adopt bold strategies for industrialisation, especially manufacturing for export. This must be accompanied by the promotion of science and technology in education and research. The bureau of standards must be strengthened to maintain quality of both exports and imports. Botswana must pursue the opportunities presented by small niche markets in the region and beyond, and investigate the potential of establishing an export processing zone. The infrastructure for industry must be improved, along with incentives to attract investment.

Botswana must develop cost effective sources of energy in conjunction with its neighbours. The potential of solar power must be exploited to the full.

The quality of roads must be improved, especially in the more remote areas of the country.

Botswana must develop opportunities for the growth of small scale enterprises to provide income and employment. This must be done through design of more effective credit and incentive packages. Equitable distribution of resources must be assured, leading to increased domestic savings.

Botswana must further develop its housing infrastructure and provide support for the proper operation of the housing market so that good quality basic shelter is available to all.

Water must be used more efficiently, and must be made available for people to use at home, for agriculture and industry, even in the remote and small villages. We must build more dams and use more efficient irrigation methods.

We must arrest and reverse the declining performance of arable agriculture in Botswana to reverse falling yields and raise incomes among rural people. The nation must have

food security. We must promote the use of modern agricultural technology, and strengthen the systems of agricultural research and extension services to farmers. The systems of land tenure and land allocation must be reformed.

The quality of the national herd and performance of the beef industry must be improved through more commercial techniques, the construction of livestock testing centres, and better use of water resources. Small stock production must be promoted.

Exploration efforts to discover more mineral deposits must continue. Botswana must investigate increasing its involvement in diamond polishing and jewellery manufacturing. The development of more small scale mining operations must be promoted as an aspect of citizen empowerment.

The tourism industry must be strengthened by harnessing the potential of wildlife, culture, history and natural beauty. More high volume low cost tourism should be promoted, with greater participation by local communities. It is vital to develop a citizen based expertise to manage and understand the resources of the Okavango Delta, and other wildlife management areas.

Botswana must preserve and use its environment and natural resources in a sustainable way for the benefit of present and future generations. The towns and cities must be developed to provide safe and pleasant surroundings for the increasing numbers who will live there.

We must strengthen our conservation efforts throughout the country. Both livestock and wildlife must be sustainably managed in order to avoid overgrazing. The natural resources should be managed as far as possible at the level of community.

Botswana is in a good position to become a regional and international finance and banking centre. Financial institutions must find more innovative ways to support the development efforts. The transport industry must also be supported and promoted to provide services throughout the region.

Building a Compassionate and Caring Nation

Botswana must make its income distribution more equitable so that more people can share in its prosperity. This must be done by promoting the creation of sustainable jobs in small scale enterprises.

We must build up the capabilities of poor people through education and better social services, so that they are able to escape from poverty. This will need support for single parent households and people in remote areas.

We must eradicate poverty and implement a social safety net where necessary. This should be done through a reform of the system of labour intensive public works targeted at the poor and managed by the private sector and NGOs. The system should equip people to escape from poverty through their own efforts. The destitutes policy should be reviewed to improve its equity and effectiveness as a safety net for the very poor.

Botswana must provide proper equipment and staffing for health facilities in all areas, and train more doctors, nurses and other support staff. We must control infectious diseases throughout the country, and provide good facilities, staff development and rehabilitation services for mental health and the disabled. The spread of AIDS must be halted, and the suffering caused by the disease must be alleviated.

Building a Safe and Secure Nation

We must equip and train the police at national and local level to deal with the rising crime rate. There should be stiff penalties for crime of all kinds, and a major public campaign to eradicate violence and corruption.

There must be clear legal liability for parents of young people who commit crimes. The abuse of children must also be eradicated.

We must improve road safety through better driving quality and education, by better road design, signage, and fencing to control livestock.

The national defence policy must have structures and mechanisms that enhance accountability, transparency, efficiency, gender equality and cost effectiveness. There should be a public review of the policy and role of the Botswana Defence Force within the new regional political situation.

Building an Open, Democratic and Accountable Nation

Botswana must continue its tradition of open government, with an acceptance of mistakes and failures and a discussion of how policies can be improved. Political debate must be both free and well informed.

The Law Reform Committee should have a fully equipped secretariat to support its work on making Botswana's laws consistent with the constitution and with human rights standards. We must develop a legal system that reconciles both modern and traditional legal concepts to meet the needs of the nation.

The laws that discriminate against women must be reformed as part of implementing the policy on women in development. The public must be educated so that all Botswana understand their rights under the constitution and the law.

A Public Commissioner or "Ombudsman" should be appointed to make sure that public officials are accountable, and who will help to monitor the implementation of agreed policies. Citizens must have direct access to the Ombudsman.

Leaders must behave in a moral fashion. All leaders in Botswana must consult, be sensitive to local issues, and represent the wishes of the people. Political parties must distinguish between party political issues and issues of national concern.

The status of chiefs should be raised, and there should be formalised training of both chiefs and headmen for the responsible exercise of their office. In some cases, the administration of justice could be made more efficient by increasing the judicial powers of chiefs.

Building a Moral and Tolerant Society

Batswana must be made aware of their civic duty and the need for self-reliance. We must preserve our moral values, and eliminate the “give me” attitude.

We must build *Botho* into a national principle. *Botho* must be central to education, to home and community life, to the workplace, and to national policy. Religious organisations must be assisted to play a full part in imparting a sound moral and human rights education in schools, and in the community in general.

The system of education, supported by public campaigns must stress the value of a multi-cultural society, and the need for tolerance and understanding of the differences between people.

Building a United and Proud Nation

The culture of Botswana has been built over a long period of history. This culture must absorb and filter the new ideas and changes that are to come. The family unit is central to the social stability of the country, and it must be encouraged and supported by all development policies and programmes. The strong family unit will act as a force against many social problems including teenage pregnancies, the spread of HIV and the abuse of alcohol.

There is a challenge to recognise and develop equally all languages in Botswana. We must instil pride and ownership as well as responsibility for attributes associated with Botswana among both young and old.

All forms of cultural expression, such as arts and music, must be supported and encouraged. This must include measures to preserve the history of the country.

Botswana must develop sports and attract international sporting activities as part of a campaign to promote sport within the country. Sporting and other recreational facilities such as parks and gardens must be built in all population centres.

The Next Steps

The Vision 2016 will become a reality only if all Batswana are active participants in its implementation. The Government must play its role, but the communities, business people, farmers, employees, employers and other stakeholders must pool their resources for the common goal of the Vision.

The key national institutions, including Government, parastatals and non governmental and voluntary organisations must incorporate the principles of the Vision into their plans. They will all be called upon to play their part.

The goals of the Vision will be the starting point for all future National Development Plans and mid term reviews. They will also guide the design of future national policies and programmes.

The Vision will require the maintenance of stable and prudent economic policies. There must be a macroeconomic environment conducive to increased private sector participation in the expansion of the economy. These will include the removal of restrictive regu-

lations, further liberalisation of exchange controls, low inflation, a stable exchange rate and incentives for saving and investment.

The Vision Council

A Vision Council must be set up to monitor and evaluate the implementation of the Vision. The Council must have statutory powers to collect information, call authorities to account, and to guide and monitor the policies during implementation. The meetings, hearings and investigations of the Council will be conducted in a transparent manner.

The Council should consist of all of the major stakeholders in the Vision. There will be Government representatives in the Council, but the civil society and the private sector representatives will be in the majority. The membership should be about 50 persons, appointed for 3 year terms. Members will be eligible for reappointment at the end of their terms.

The Council will have working committees that monitor the progress in each of the main strategy sections of the Vision, and report on a regular basis in a public and transparent manner. The Council must be financed from the Government budget.

The Council will publish its findings widely by issuing periodic progress reports and recommendations to public and implementing agencies. There will be a national conference to review the Vision every two years in order to allow more stakeholder participation, and to review progress.

APPENDIX: METHODOLOGY

The Presidential Task Group

Purpose of the Task Group

The terms of reference of the Presidential Task Group were as follows:

To assist His Excellency the President in driving a national consultative process for the purpose of defining a Long Term Vision for Botswana. The assignment will involve mobilising Batswana to define their own long term social and economic development aspirations, as well as clear guidelines on how to achieve such goals or a Vision. The Vision must be based on our own strengths and considerable potential as a nation, i.e. the mineral wealth and other natural resources that we have and can continue to exploit profitably; a functioning planning and economic management institutional infrastructure that we have established; a democratic system of government that has endured; as well as a culture and value systems that have sustained us. Furthermore, the Vision must be inspired by the fact that we have done very well over the past thirty years, but must aspire to do even better in order to secure Botswana a place in a global economic environment that is increasingly competitive and innovative. In this regard, the Task Group should:

- a) Review all relevant background material on the subject e.g.:
 - Minutes of the 1996 Francistown Private Sector Conference;
 - Minutes of the June 1996 High Level Consultative Council;
 - Report of the Presidential Task Group entitled "Framework for a Long Term Vision for Botswana";
 - The 30th Independence Anniversary Message by the President of Botswana, His Excellency Sir Ketumile Masire;
 - The Study on Poverty and Poverty Alleviation in Botswana;
 - Any other material on Botswana or other countries that the Task Group may want to use to familiarise itself with the subject.

- b) Consult with members of the public on the subject through the press, meetings, seminars, etc., and invite submissions, either oral or written, by individuals or organisations.

- c) Produce a short paper within three months which reflects the consensus that emerges from the consultations (i.e. the Vision). It should be:
 - A short and simple statement about our aspirations that all Batswana can understand and closely associate with;
 - A statement that clearly identifies a short list of key national issues that must receive priority attention in order to create an ideal society, and give Botswana a sustained comparative advantage over the next twenty years within a competitive global economic environment;
 - A statement that contains monitorable targets and objectives.

Method of Appointment

The Task Group included nine members of the earlier Task Group on a Long Term Vision for Botswana, who were appointed in their personal capacities by His Excellency the President.

The expanded Task Group was formed by asking a wide range of organisations including Political Parties, Parastatals, Private Sector organisations, NGOs, Trade Unions and Religious organisations to nominate members. The resulting thirty one members are listed below.

Membership of the Task Group

CONVENOR

Mr. B. Gaolathe Personal Capacity

MEMBERS

Mr. M. Abkenari	Personal Capacity
Ms. E.M. Alexander	Women's NGO Coalition
Mr. M. Chiepe	Personal Capacity
Ms. R. Dijeng	Botswana Council of NGOs
Mr. M.I. Ebrahim	Personal Capacity
Mr. H.C.L. Hermans	Bank of Botswana
Ms. E.V. Kanaimba	Personal Capacity
Mr. M. Kebitsang	Botswana Federation of Trade Unions
Mr. D. Kelatlhegetswe	National Amalgamated Local and Central Government and Parastatal Manual Workers Union
Mr. P.J. Kelepile	Botswana Progressive Union
Mr. J.L. Kerekang	Lesedi La Botswana Party
Mr. L.R. Koma	Botswana Labour Party
Dr. K. Maripe	Botswana People's Party
Mr. O. Maroba	Botswana Civil Service Association
Mr. D. Mhiemang	Social Democratic Party
Mr. M.D. Modise	Personal Capacity
Mr. A. Mokgotlhe	United Socialist Party
Rev. F.K. Mokobi	Botswana Christian Council
Dr. B.T. Mokopakgosi	University of Botswana
Mr. R. Molefhe	Botswana Journalist Association
Dr. A. Molokomme	Personal Capacity
Rev. M.B.W. Moruakgomo	Botswana National Youth Council
Mr. T. Mothibatsela	Botswana Confederation of Commerce Industry and Manpower
Dr. G.I. Nilsson	Botswana Chamber of Commerce and Industry
Mr. J.D. Nkate	Personal Capacity
Mr. M. Nyebi	United Democratic Front
Ms. J.J. Phumaphi	Botswana Democratic Party
Kgosi Seepapitso IV	House of Chiefs
Mr. L.M. Sethoko	Independence Freedom Party
Mr. E.L. Setshwaelo	Botswana National Productivity Centre

SECRETARIAT

Dr. R. Greener	Botswana Institute for Development Policy Analysis
Mr. J. Isaksen	Botswana Institute for Development Policy Analysis
Mr. L. Mothibatsela	Office of the President

The Method of Consultation

The Framework

A very extensive consultation process was undertaken to produce this formulation of the Vision 2016. The process was a carry-over from the work of the original Task Group of nine, that produced the publication “A Framework for a Long Term Vision for Botswana”. This framework was a product of some national consultation in the sense that many Batswana made submissions, including those studying in foreign countries who made submissions through e-mail. The Framework booklet was widely circulated as a guide and discussion document to facilitate the extended consultation.

Public Submissions

The national Vision was conceptualised to be a product reflecting a broad consensus of the Botswana population, and various methods were used to reach a cross section of Botswana society.

These included a number of invitations issued through the national press, radio and television, as well as a number of popular magazines and publications for Botswana to make written submissions to the Task Group explaining the kind of Botswana they would like to see in twenty years from now.

The response to these invitations was overwhelming, and the submissions covered an extremely wide range of issues of concern to Botswana. Every submission received was read and discussed by the Task Group, and very many of the ideas have been incorporated into this document.

Public Hearings

The second strategy was to conduct a series of open hearings or Kgotla meetings in the district and urban centres. The meetings were preceded by visits from the secretariat to ensure proper and sufficient publicity. The meetings were also publicised through the media, newspapers and radio. There was commendable co-operation from District Administrations, Councils and Tribal Administrations in the staging of the public hearings.

The meetings were conducted in such a way that the different strata of society, such as the youth, women and the disabled were given the opportunity to participate. The attendance at the meetings was high, and participation very enthusiastic. Many of the people who attended the public hearings followed up with written submissions. All of these submissions were discussed by the Task Group, and there were full reports from each of the open hearings.

The concerns expressed in the hearings have added a great deal to the formulation of the Vision, particularly in the sections dealing with challenges and with the strategies needed to make the Vision a reality.

Remote Areas and Small Settlements

The Task Group commissioned a study by a group of researchers from the University of Botswana to capture the views of people in the remote and small settlement areas of Botswana who would not have been able to attend the hearings in the main District centres.

Not all remote and small rural settlements could be visited. A sample was selected with the intention of representing each of the different types of settlement found in Botswana. These included settlements of about 500 people, medium sized settlements smaller than 500 people, lands areas, cattleposts, commercial farms and Basarwa settlements.

The views were captured by means of focus group discussions with youth, community leaders and elders, and various members of the rural communities. The study identified a large number of issues that were of concern to those who live in remote and small settlements, and every effort has been made to include these in the Vision and the strategy.

School Children and Students

To encourage the youth to take part in the consultation process, a national essay competition was arranged. There was an overwhelming response. A total of 740 essays was received, and these raised many important issues which have been included in this document.

A Logo for the Vision

The Task Group advertised a competition to produce a logo - a symbol of Botswana's Vision. Some 450 entries were received, and from these was selected the image that appears on the cover of this document, and that will be used in the years to come to remind Botswana of their Vision for 2016.

Conclusion

The Task Group is confident that this document clearly and honestly reflects the views of a broad spectrum of Botswana society. There was a large measure of consistency and consensus between the submissions that were received, and the ideas expressed in remote areas, major towns, by children, by adults, indeed by every sector of society. Therefore, the ideas expressed here represent a manifesto of the nation, and must guide our efforts and actions in the years to come.