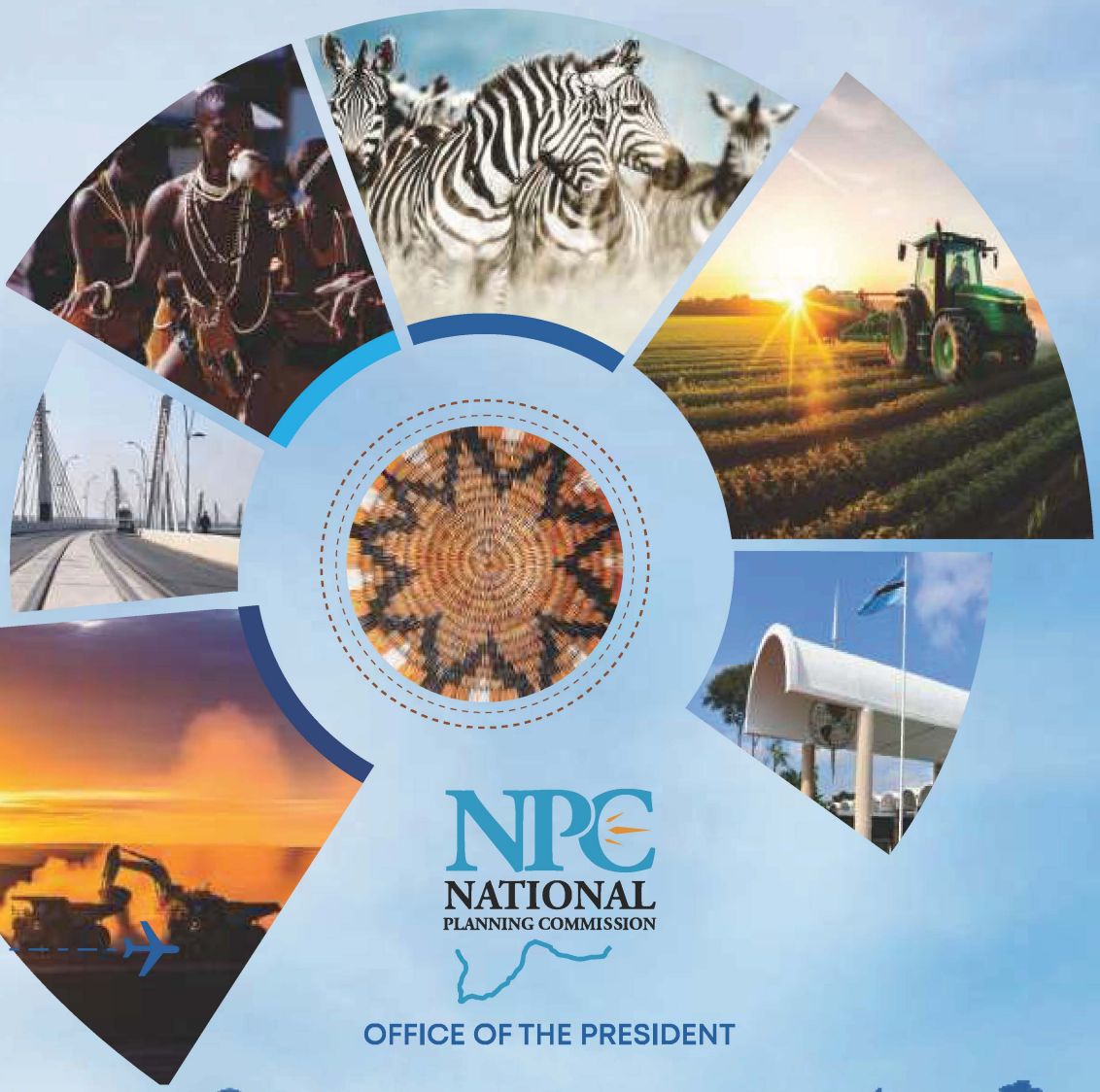
REPUBLIC OF BOTSWANA

NATIONAL DEVELOPMENT PLAN (NDP) 12

2025/26 - 2029/30

"Building a Diversified and Inclusive Deep Economy for Sustainable Jobs"



NPC
NATIONAL
PLANNING COMMISSION

OFFICE OF THE PRESIDENT

NATIONAL DEVELOPMENT PLAN (NDP) 12
2025/26 - 2029/30

PART 1



THEME: "BUILDING A DIVERSIFIED AND INCLUSIVE DEEP ECONOMY FOR SUSTAINABLE JOBS"

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"The Twelfth National Development Plan (NDP 12) marks Botswana's bold and transformative step toward achieving the national aspiration" True North" of "a high-income Botswana that is digitally enabled, export-driven and economically diversified-where every citizen is employed, empowered and fulfilled."

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DIGITALISATION SECTOR
ENERGY SECTOR
HEALTH CARE SERVICES
MINING & ENERGY
AGRICULTURE
EDUCATION
TOURISM, SPORTS & CREATIVE ARTS
REPUBLIC OF BOTSWANA
DEMOCRACY, GOVERNANCE, PEACE AND SECURITY
FINANCIAL SERVICES & DIGITALISATION
INFRASTRUCTURE
MANUFACTURING
SUSTAINABLE ENVIRONMENT
SOCIAL PROTECTION

ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AI	Artificial Intelligence
BAMB	Botswana Agricultural Marketing Board
BDC	Botswana Development Corporation
BDP	Botswana Democratic Party
BAMB	Botswana Agricultural Marketing Board
BB	Business Botswana
BEMA	Botswana Exporters and Manufacturers Association
BER	Budget Execution Report
BETP	Botswana Economic Transformation Programme
BICA	Botswana Innovation and Competition Authority
BITC	Botswana Investment and Trade Centre
BMC	Botswana Meat Commission
BOBS	Botswana Bureau of Standards
BPC	Botswana Power Corporation
BPHI	Botswana Public Health Institute
BQA	Botswana Qualification Authority
BR	Botswana Railways
BSDS	Botswana Strategy for Development of Statistics
BVI	Botswana Vaccine Institute
BWP	Botswana Pula
CCI	Cultural and Creative Industries
CEDA	Citizen Entrepreneurial Development Agency
CEE	Citizen Economic Empowerment
CIP	Competitive Industrial Performance
CIPA	Companies and Intellectual Property Authority
CKGR	Central Kalahari Game Reserve
CMS	Central Medical Stores
COSBOTS	Copyright Society of Botswana
CSA	Climate Smart Agriculture
CSO	Civil Society Organisations
COVID-19	Coronavirus disease 2019
DPMS	Development Projects Monitoring System
ECD	Early Childhood Development
ECIC	Export Credit Insurance and Guarantee Company
EHSP	Essential Health Services Package
EMDE	Emerging Market and Developing Economies
EMIS	Education Management Information System
EMR	Emergency Medical Rescue
EMS	Emergency Medical Services
ESG	Environmental, Social, and Governance
EPP	Entry Point Projects
EPP	Environmental Protection Programme
EU	European Union
FMD	Foot and Mouth Disease
FNA	Financial Needs Assessment
GBV	Gender Based Violence
GDP	Gross Domestic Product
GECAF	General Curriculum and Assessment Framework

GVC	Global Value Chains
HIV	Human Immunodeficiency Virus
ICT	Information Communications Technology
IHSP	Integrated Health Service Plan
IMF	International Monetary Fund
IPPs	Independent Power Producers
IRP	Integrated Resource Plan
IT	Information Technology
KAZA	Kavango-Zambezi
KPI	Key Performance Indicators
LAPCAS	LAPCAS Land Administration Procedures Capacity and Systems
LEA	Local Enterprise Authority
LED	Local Economic Development
LMIS	Labour Market Information System
MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MICE	Meetings, Incentives Conferences and Exhibitions
MRSA	Medical Registration and Standards Authority
MSME	Micro, Small and Medium Enterprises
MVA	Manufactured Value Added
MW	Mega Watts
NDB	National Development Bank
NDP	National Development Plan
NEET	Not in Education, Employment or Training
NEER	Nominal Effective Exchange Rate
NEP	National Energy Policy
NHI	National Health Insurance
NMES	National Monitoring and Evaluation System
NPC	National Planning Commission
NPGAD	National Policy on Gender and Development
NTS	National Transformation Strategy
PFM	Public Financial Management
PHC	Primary Health Care
PIR	Project Implementation Report
PLWD	People Living With Disabilities
PM&E	Performance Monitoring and Evaluation
PPP	Public Private Partnership
REER	Real Effective Exchange Rate
SACU	Southern African Customs Union
SADC	Southern African Development Corporation
SDG	Sustainable Development Goals
SEZ	Special Economic Zone
SME	Small and Medium-sized Enterprises
SOEs	State-Owned Enterprise
SSA	Sub-Saharan Africa
SSR	Single Social Registry
STEAM	Science, Technology, Engineering, the Arts and Mathematics
TDA	Tourism Development Areas
TNDP	Transitional National Development Plan
TV	Television
TVET	Technical and Vocational Education Training
UMIC	Upper Middle-Income Countries
UNDP	United Nations Development Programme
USD	United States Dollar
UNIDO	United Nations Industrial Development Organization
WEO	World Economic Outlook
WHO	World Health Organization
WUC	Water Utilities Corporation



FOREWORD BY THE PRESIDENT OF THE REPUBLIC OF BOTSWANA

The Twelfth National Development Plan (NDP 12) ushers Botswana into a new era of national purpose and transformation. As the first Plan following the peaceful and historic 2024 General Elections, it reaffirms the strength of our democracy, the maturity of our institutions, and the resolve of Batswana to shape a shared and prosperous future.

As the fourth National Development Plan aligned to Vision 2036, NDP 12 is anchored on our collective aspiration of 'Achieving Prosperity for All.' It calls for deliberate choices to shift Botswana from a predominantly government-led growth model to an industrialised, export-driven, private sector powered economy that is inclusive, employment creating, and resilient.

This five-year Plan (2025/26–2029/30) emerges at a time of profound global and domestic change. Economic uncertainty, technological disruption, climate pressures, and persistent social challenges require bold leadership and decisive reform. NDP 12 responds to these pressures with clarity and purpose, outlining transformative actions designed to unlock new engines of growth, expand opportunities for citizens and businesses, and strengthen the nation's social and economic foundations.

At the heart of NDP 12 is the **Botswana Economic Transformation Programme (BETP), which defines our national True North as:**

'A high-income Botswana that is digitally enabled, export-driven, and economically diversified, where every citizen is employed, empowered, and fulfilled.'

Guided by this vision, the Plan prioritises six (6) high-impact economic sectors: Mining and Energy; Agriculture; Manufacturing; Tourism, Sports and Creative Arts; Infrastructure; and Financial Services and Digitalisation. These are supported by strong social foundations in Healthcare, Education, and Social Protection. All the priority sectors will be strengthened and enabled through democracy, governance, peace and security, and environmental sustainability.

The Plan advances key reforms including diversification within mining; revitalisation of non-mining sectors; and, strengthening fiscal sustainability. NDP 12 will entrench universal healthcare coverage; develop globally competitive human capital; and modernise social protection and national infrastructure through digitalisation.

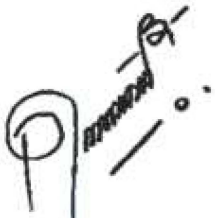
Its theme, **'Building a Diversified and Inclusive Deep Economy for Sustainable Jobs,'** reflects our determination to create meaningful work, reward innovation, empower youth and women, harness digital technologies, and cultivate globally competitive enterprises.

NDP 12 also embraces Environmental, Social and Governance (ESG) principles to attract quality investment, promote responsible and sustainable growth, and preserve our natural heritage for future generations.

The realisation of this vision requires a whole of nation effort. Government, the private sector, civil society, development partners, communities, and every Motswana have a role. To sharpen delivery and accelerate impact, Government has aligned its institutional architecture to meet the ambitions of NDP 12.

As President of the Republic of Botswana, I reaffirm our commitment to partnership, innovation, and inclusive growth. We will maintain a stable macroeconomic environment, welcome investors, and ensure social programmes protect the most vulnerable. Together, we will restore strong economic momentum, strengthen national resilience, and secure a dignified and fulfilling life for all citizens.

The future of Botswana lies not only in our plans, but in our collective action. United by purpose and guided by our True North, let us seize this moment to build the Botswana we deserve; prosperous, inclusive, and resilient.



Advocate Duma Gideon Boko
President of the Republic of Botswana



PREFACE BY THE VICE PRESIDENT OF THE REPUBLIC OF BOTSWANA

Chairperson, National Planning Commission Advisory Council

National Development Plan (NDP) 12 is a covenant with the future of Botswana where vision is translated into action and aspiration into results. In presenting this Plan, we affirm our confidence in the resilience of our people, the strength of our institutions, and our collective ability to shape a prosperous future. We further set our objectives for investment and reform to deliver for all people.

Botswana has always advanced through foresight, discipline, and unity. From the earliest days of our Republic, we chose planning over chance, and stewardship over short-term gain. Vision 2036 renewed that commitment by setting before us a clear picture of the nation we seek to become. NDP 12 now gives that vision form and momentum, transforming long-term aspirations into a practical, time-bound programme for delivery.

This Plan emerges at a defining juncture. Recent global and domestic shocks have tested our economy, our systems, and our communities. Yet through these trials, Botswana's enduring strengths have shone through: good governance, social cohesion, sound economic management, and a deep respect for dialogue and evidence. NDP 12 builds on these strengths, while confronting with honesty the structural challenges, the current challenging economic outlook and fiscal pressures that must be overcome to secure inclusive and sustainable growth.

As Vice President of the Republic and Chairperson of the National Planning Commission Advisory Council, I have witnessed the care, rigour, and patriotism invested in this Plan. It reflects collective wisdom drawn from across Government, Parliament, traditional leadership, the private sector, civil society, academia, and development partners. Above all, it reflects the aspirations of Batswana themselves.

We further acknowledge, with gratitude, the strategic leadership and evidence-based advice of the National Planning Commission's Advisory Council, whose guidance strengthened the rigor, coherence, and national ownership of NDP 12. It is a Plan owned by the nation.

At its core, NDP 12 is about unlocking human potential. It is about preparing our children with knowledge and values; equipping our youth with skills and opportunity; empowering entrepreneurs to innovate and grow; and ensuring that every Motswana can live with dignity, security, and hope. It places people at the centre of development and sustainability at the heart of progress.

Integrated with the Botswana Economic Transformation Programme (BETP), NDP 12 signals a decisive shift toward delivery. BETP is more than a growth plan. It is about depth, excellence in delivery, and creating an education system that creates scientists, problem solvers, innovators, and entrepreneurs to fuel national progress.

NDP 12 calls for institutions that collaborate, policies that endure, and leadership that measures success not by intention, but by impact. The Plan demands discipline in execution, integrity in the stewardship of public resources, and accountability to the citizens we serve. NDP 12 responds with a prioritized, costed, and sequenced programme aligned to the BETP's pillars and reform milestones.

This Plan is also an invitation to partnership, to shared responsibility, and to national unity. Government will lead, but transformation will be achieved together across every region of our country.

NDP 12 is presented in three main parts. **Part I** is composed of seven chapters. The first two chapters focus on general principles and the current economic landscape. Chapters 3 to 6 outline the nine priority sectors that will; drive transformation, create jobs, and promote equity. Chapter 7 deals with implementation, monitoring, and evaluation ensuring delivery of initiatives and the set strategies.

Part II of the Plan outlines programmes and projects that make up the Public Investment Programme (PIP), while **Part III** sets out how the Plan will be implemented, monitored, and evaluated.

The true legacy of NDP 12 will be written not in policy documents, but in livelihoods improved, opportunities expanded, and confidence restored in the promise of development. Guided by our True North; **"A high-income Botswana that is digitally enabled, export driven and economically diversified, where every citizen is employed, empowered and fulfilled".** Driven by our shared mission, we now move forward with clarity, courage, and conviction to build a more prosperous, inclusive, and sustainable Botswana.

G-9-Tz

Ndaba Nkosinathi Gaolathe
Vice President of the Republic of Botswana

EXECUTIVE SUMMARY

The Twelfth National Development Plan (NDP 12) marks Botswana's bold and transformative step toward achieving the national aspiration - "True North" of a; "high-income, digitally enabled, export-driven and economically diversified Botswana where every citizen is employed, empowered, and fulfilled." The Plan spans five years (2025/26-2029/30) and serves as the first comprehensive roadmap under the new administration following the peaceful political transition in October 2024.

Driven by the National Planning Commission, NDP 12 is built on a paradigm shift from a government-led, resource-dependent growth model to a private sector-driven, industrialized, and export-oriented economy. At its core, is the Botswana Economic Transformation Programme (BETP) which provides an anchor for delivery—premised on the Big Fast Results methodology to accelerate implementation and ensure accountability through an Executive Dashboard and detailed Implementation Plan.

Theme and Strategic Direction:

The theme for NDP 12 is "Building a Diversified and Inclusive Deep Economy for Sustainable Jobs ", with the key operational words of diversification, inclusivity, sustainability and a deep economy:

i. Diversification - Implies broadening Botswana's economic base beyond diamonds through value chain development and industrialization.
ii. Inclusivity - Entails equitable access, distribution and participation of; youth, women, and vulnerable groups in growth opportunities.
iii. Sustainability - Requires embedding climate resilience, fiscal discipline, and Environmental, Social and Governance (ESG) principles across all sectors.
iv. Deep Economy - which relates to adopting a new strategy that emphasises on producing quality goods and services, creates jobs and distribute wealth that empowers all citizens.

Macroeconomic and Structural Context

NDP 12 acknowledges persistent social and economic challenges that include but not limited to:

- a declining growth trajectory (5.5 percent in 2022; 3.2 percent in 2023 and -3.0 percent in 2024). Furthermore;
- Widening fiscal deficits and persistent negative balance of payments that threaten fiscal sustainability;
- cumbersome government procurement processes, characterised by lack of transparency, and poor supplier management;
- A bleak role of State-Owned Enterprises (SOEs) with conflicting roles and at times crowding out the private sector;
- fragmented and uncoordinated social protection system leading to inefficiencies; and
- Emerging trend of corruption and gender-based violence.

In response to these challenges, the NDP 12 calls for deep reforms and a shift from Botswana's historic Government-based growth model towards a prioritised sector-based model. This new model which will deliver a new Botswana, is anchored on the development of a diversified and competitive private sector, oriented toward export markets and focused on activities where Botswana has a comparative advantage or can develop a strong competitive edge.

Expected Outcomes (by 2030)

In line with the new development model, the Plan seeks to achieve the following:

- Attract cumulative investment of USD 529 billion into the country;
- Attain a Gross Domestic Product(GDP) growth averaging 6 percent (with a stretch target of 10 percent);
- Create over 500,000 sustainable decent jobs;ucture in rural areas, and supporting local producers;
- A National Infrastructure Plan focused on providing: reliable energy, water supply, logistics and internet connectivity. These are key enablers to roll out the initiatives for the prioritized sectors s as well as promoting investment;
- Modernised legal frameworks with emphasis on updating commercial tax and labour laws to align them with global best practices;

- Guaranteed legal protection to investors by offering clear guarantees on recruitment of crucial personnel/experts, property rights, intellectual property, transfer of earnings, and dispute resolution;
- Globally competitive private sector and innovative human capital by providing an inclusive, high-quality, and future-ready education system that empowers every Motswana for economic prosperity and lifelong success; and
- Sustainable environment and optimal use of natural resources, anchored on building climate resilience, natural resource stewardship, and green transformation.

Priority Sectors during the Plan Period:

To deliver its transformative agenda, NDP 12 prioritizes composed of six economic, three social, and two enabling sectors:

- **Economic Sectors:** Mining & Energy, Agriculture, Manufacturing, Tourism, Sports and Creative Arts, Infrastructure, and Financial Services and Digitalisation;
- **Social Sectors:** Healthcare Services, Education, and Social Protection.
- **Enablers:** Sustainable Environment and Democracy, Governance, Peace & Security.

Each sector has a well-defined "True North" tantamount to a vision and is supported by sector-specific result-based logic frameworks and targeted strategies.

Highlights of each Sector:

Mining and Energy – Expansion into critical minerals (such as copper, nickel, and manganese), tokenization of above and below ground minerals, renewable energy transition, and development of a citizen-led regional energy hub.

Agriculture – Commercialisation, food security and procession, and agri-business growth aimed at creating 250,000 jobs by 2030.

Manufacturing – Driven by industrialisation, logistics, connectivity improvements and defining manufacturing in the context of Botswana.

Infrastructure – With strategic emphasis on; Modernisation and transformation of transport infrastructure, maintenance of government infrastructure, special economic zones (SEZ); and improving Governance, Regulatory, and Institutional Framework

Tourism, Sports and Creative Arts – with a strategic thrust on; marketing and branding, product development and diversification, infrastructure and support services, reducing revenue leakages, promotion of sport excellence, and preserving arts, culture and heritage, gender mainstreaming and promoting collaboration and partnership.

Financial Services and Digitalisation – Characterized by enhancing competitiveness through fintech, AI, and digital transformation.

Health, Education, and Social Protection – will include enhancing access to healthcare systems, strengthening human capital, reforming curricula, and reinforcing the social safety net. The Health sector will put emphasis on expanding Universal Health Coverage (UHC) to at least 68 percent by 2030, diversify health financing beyond government budgets, and build a system that is more resilient, inclusive, and sustainable. Reform within the social protection sector will create a system that is community-led, and where every vulnerable citizen is sustainably supported, uplifted, and equipped to thrive with dignity and purpose.

Environmental Sustainability – with emphasis on; outreach programme on the 2023 Circular Economy Business Plan Roadmap, optimal use of natural resources, and Solid Waste Management.

Democracy Governance, Peace and Security – aims to achieve public Safety and Protection Territorial Integrity and Sovereignty Transparency and Accountability, corporate governance, participatory democracy and Rule of Law

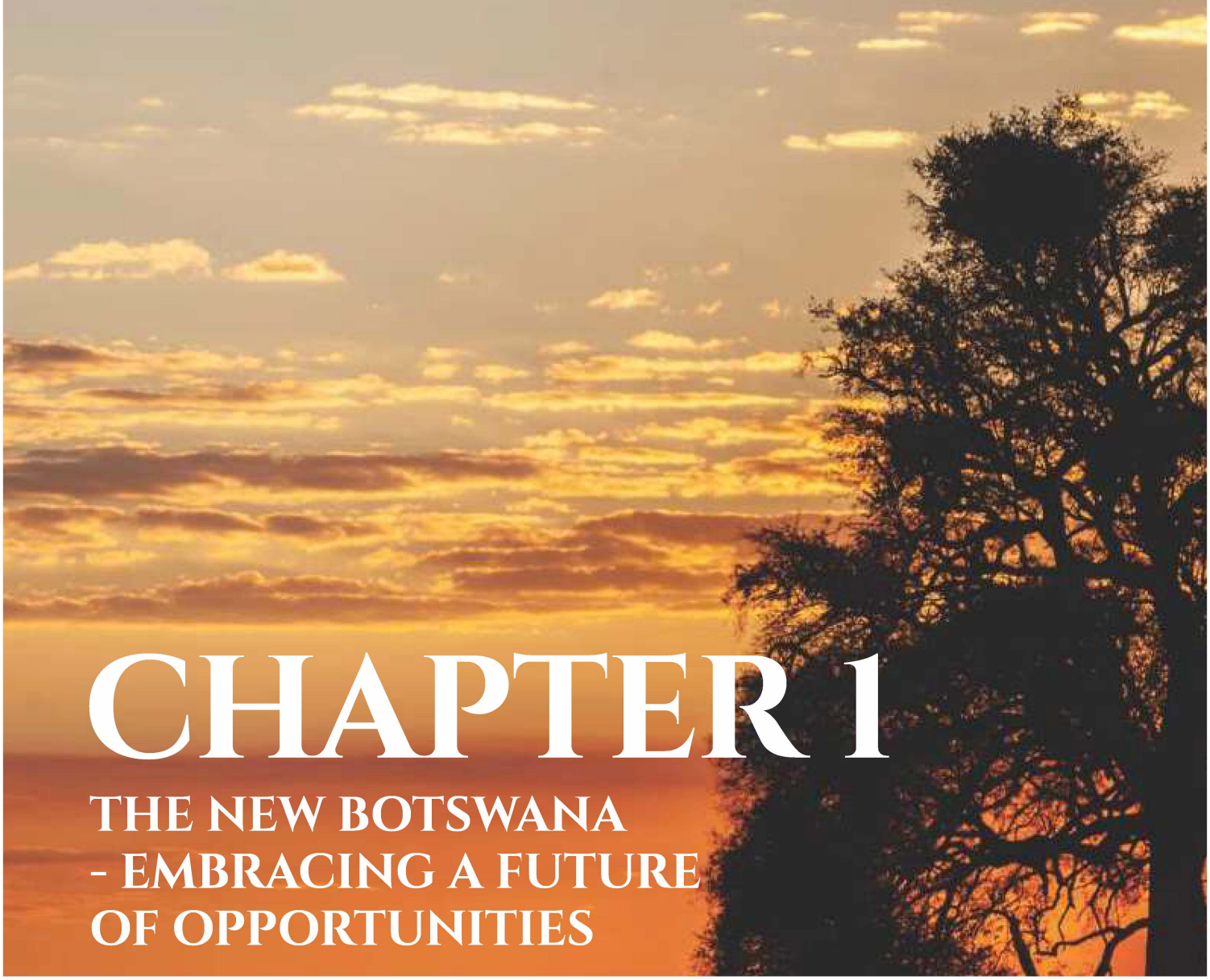
Implementation, Monitoring and Evaluation:

NDP 12 introduces a robust delivery and performance management framework coordinated by the National Planning Commission (NPC). Key innovations include:

- The Executive Delivery Dashboard for real-time monitoring.
- Institutional reforms to strengthen intra-Ministerial coordination, transparency, and anti-corruption mechanisms.
- Emphasis on stakeholder participation, including the youth, private sector, civil society, and development partners.

Conclusion

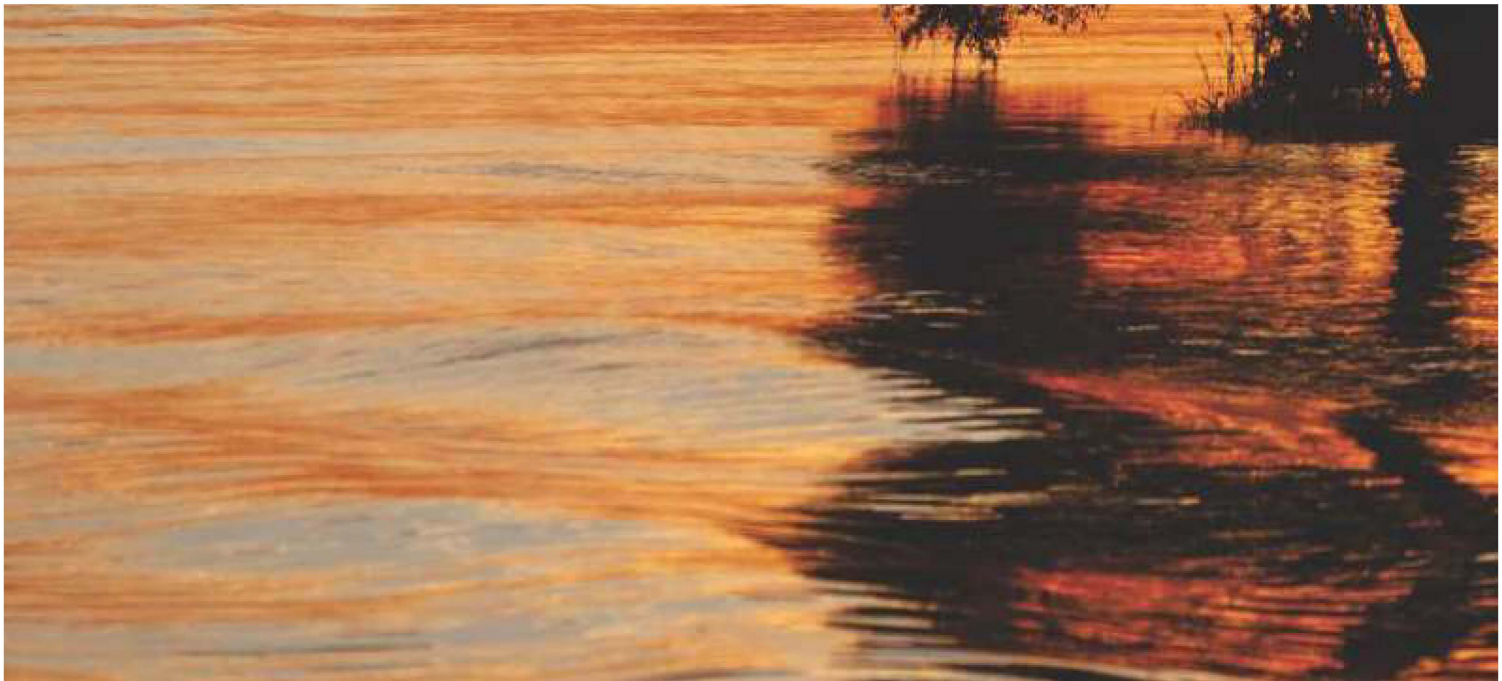
NDP 12 is both a recovery and transformation plan—a decisive break from "business as usual." It seeks to position Botswana as Africa's best-managed economy, leveraging on digitalisation, industrialisation, and good governance excellence. Successful implementation will require fiscal discipline, innovation, and collective commitment across all sectors of the society to realise the shared vision.

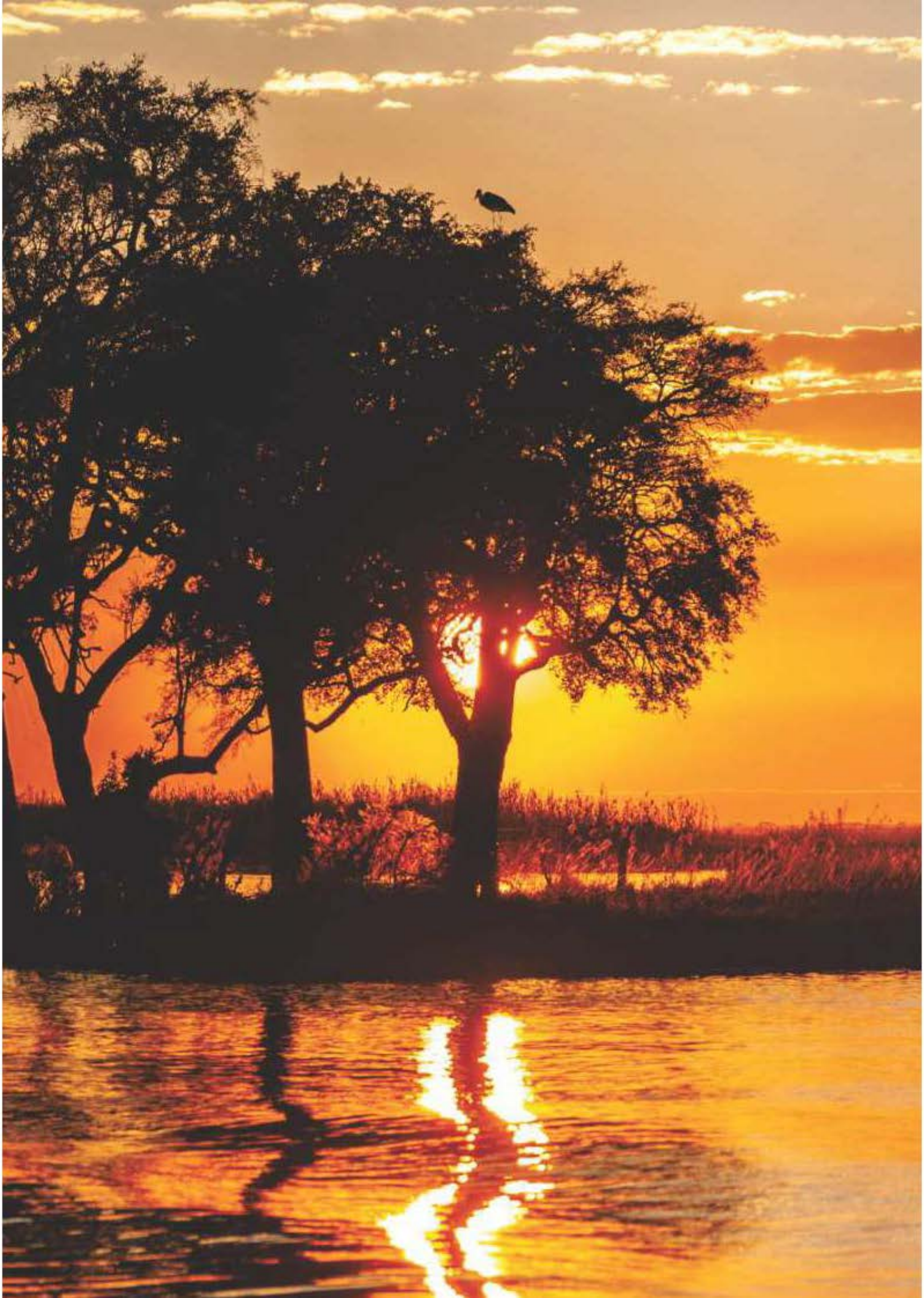


CHAPTER 1

THE NEW BOTSWANA - EMBRACING A FUTURE OF OPPORTUNITIES

> The Twelfth National Development Plan (NDP 12) represents Botswana's decisive step towards building a new Botswana by implementing the difficult but necessary reforms required for the transformation we have committed to.





REFORMING THE PLANNING PROCESS

1.1. A major reform in Botswana's planning processes has been the establishment of the National Planning Commission (NPC) through the National Planning Act no. 5 of 2024. The Act makes provision for national planning through the development of national visions and national development plans; provides for the establishment of the Commission, the NPC Advisory Council, amongst other things.

1.2. The NPC was set up to improve efficiency and effectiveness in national development, by addressing duplication, fragmentation and bringing synergies and standardization to national delivery; intensifying monitoring and evaluation for improved service delivery; improving project selection and prioritization; guide in the optimisation of the use of limited resources; and, mitigate sub-optimal performance and encourage accountability across the economy.

1.3. The aim of the reform among others, was to separate the planning function and the Treasury from the then Ministry of Finance and Economic Development. In addition to this formulation, functions from the National Strategy Office (NSO), Government Implementation Coordination Office (GICO), Vision 2036 Coordinating Agency were brought together.

1.4. It is critical to highlight that alignment of the planning cycle with the national electoral cycle, was introduced to allow for a clear process to accommodate the newly elected administration's aspiration.

SETTING THE STAGE: AN ECONOMY UNDER STRESS

1.5. The Twelfth National Development Plan (NDP 12) represents Botswana's decisive step towards building a new Botswana by implementing the difficult but necessary reforms required for the transformation we have committed to.

1.6. The Plan is anchored on the following non-negotiable fundamental reforms:

- positioning the private sector at the forefront of economic transformation,
- advancing the digitalisation of the economy,
- transforming the education system to drive productivity and excellence,
- job creation and poverty alleviation,
- A complete transformation of economy structure through industrialization in facilitating sustained economic growth.
- Strengthening transparency and accountability.

1.7. Building on these fundamentals, the Plan is bold in adopting innovative alternative funding models such as building a Wealth Fund for use by current and future generations, as well as, diversifying revenue sources. By emphasising public sector transformation and eliminating corruption, Government will be better positioned to facilitate the economy and make Botswana the best-managed economy on the African continent.

1.8. Achieving the vision of a new Botswana demands efficient and effective execution as an absolute imperative. Unlike previous Plans, NDP 12 introduces a significant departure through the development of a detailed Implementation Plan, supported by an Executive Dashboard designed specifically to track and drive delivery. Furthermore, the Plan is a significant shift from Botswana's historic growth model premised on Government, towards a prioritised sector-based model that is mainly driven by the private sector to deliver on a diversified export-led, inclusive economic growth model, with government playing a subsidiary role of providing the right policy and business environment. Therefore, the Plan will achieve the following:

- Create an equitable, dynamic, and diversified economy, largely driven by the private sector-led and high-impact projects (e.g. Hemp Production) to achieve an annual growth rate of at least 10 percent;
- Create over 500,000 jobs by 2030, primarily driven by growth of the prioritised sectors as projected by the BETP, which emphasises the Big Fast Results Methodology;
- Increased private sector participation in economic development by adopting the LABS system even beyond NDP 12;
- Ensuring equity, with respect to gender, youth geographical location, disability and other vulnerabilities;
- Deliberate growing of the informal sector to close equity gaps;
- Reform the public sector to streamline service delivery and cross-pollination between Ministries to effectively facilitate the private sector;
- Increase value chain development and regional/global participation; and

Improve fiscal sustainability and ensure that Botswana becomes the best managed country in Africa.

- Distribute free sanitary pads to female students in primary and secondary schools.
- Introduce comprehensive health insurance for every citizen and permanent resident.
- Set up a grant fund system for the informal sector, and a sector fund (equity and debt funds) system.
- Increase the living allowance for tertiary students to P2,500 for all tertiary and vocational training institutions.

[1] The Big Fast Results (BFR) methodology was pioneered by the Performance Management and Delivery Unit (PEMANDU) under the Government Transformation Programme. It is a delivery-focused approach designed to achieve rapid, high-impact outcomes in key national priority areas within a short timeframe.

1.9. NDP 12 will span for five (5) financial years ending in March 2030. The Plan preparation process started with extensive consultations with line Ministries, Local Authorities, the private sector and civil society. The initial preparations included a Reference Group composed of technical officials from various stakeholders. Later, professional advice in the preparation of the Plan was provided by an Advisory Council (AC), composed of international and national subject matter experts as well as Ministers of; Local Government and Traditional Affairs, Trade and Entrepreneurship and Lands and Agriculture. The AC was chaired by His Honour The Vice President, Ndaba Nkosinathi Gaolathe. Key documents such as the; Party Manifestos, Botswana, Vision 2036, Eleventh National Development Plan (NDP 11), Transitional National Development Plan (TNDP) and National Transformation Strategy (NTS), as well as the BETP defined the foundation of the Plan.

1.10. The new Government's aspiration which is also reaffirmed by BETP represents the defining elements of NDP 12's transformative agenda. The NDP 12 serve as a strategic blueprint for a diversified, innovative and inclusive future, particularly in anticipating and addressing execution bottlenecks and job creation initiatives.

DEFINING BOTSWANA'S TRUE NORTH

1.11. Drafting of the Plan benefited from the new thinking by the current Government who is committed to transforming Botswana into a world leader by shifting the country from a resource-dependent economy to a diversified, high-income, and digitally enabled nation. To facilitate for this, in July 2025, Cabinet spearheaded by the President and the Vice President of the Republic of Botswana, defined the first ever True North for the country **(Figure 1.1).**

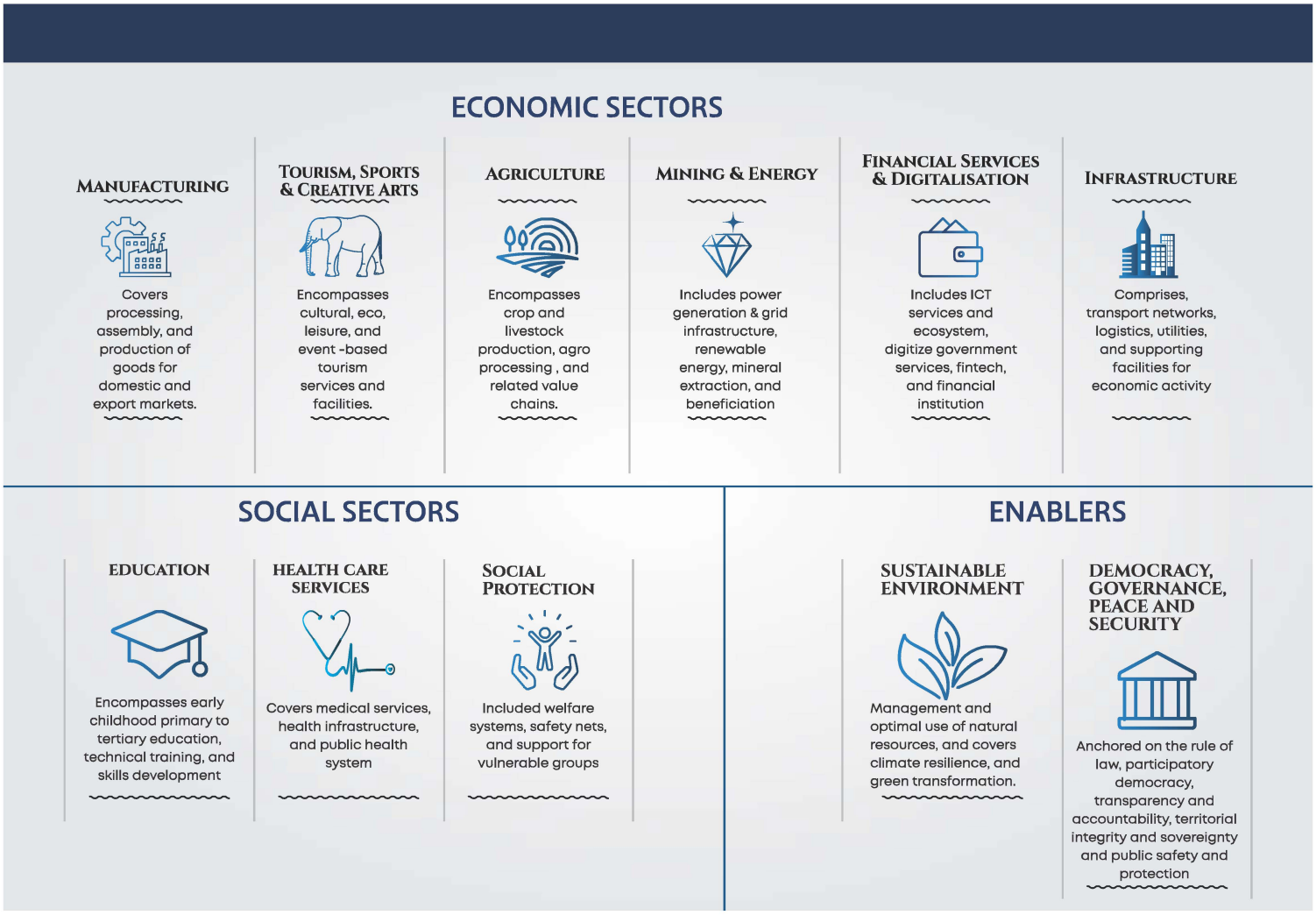
1.12. The True North was defined as "A high-income Botswana that is digitally-enabled, export-driven and economically diversified – where every citizen is employed, empowered and fulfilled". Attainment of the True North will be achieved by attracting cumulative investment worth USD 529 billion, creating 580,000 jobs and achieving Gross National Income (GNI) per capita of at least USD 15,730, consistent with high-income status by the year 2036.

1.13 During the process of defining the True North by Cabinet, six (6) economic and three (3) social sectors were prioritised to deliver on the true North. In addition, two (2) other sectors of Environment and Governance, Peace and Security were identified as enablers (Figure 1.1). Each of these sector have a well-defined True North with specific measurable indicators.

[2] The Big Fast Results (BFR) methodology was pioneered by the Performance Management and Delivery Unit (PEMANDU) under the Government Transformation Programme. It is a delivery-focused approach designed to achieve rapid, high-impact outcomes in key national priority areas within a short time frame.

> ***"The True North was defined as "A high-income Botswana that is digitally-enabled, export-driven and economically diversified – where every citizen is employed, empowered and fulfilled". Attainment of the True North will be achieved by attracting cumulative investment worth USD 529 billion, creating 580,000 jobs and achieving GNI per capita of at least USD 15,730, consistent with high-income status by the year 2036."***

Figure 1.1 : The "True North" For Botswana And Supportive Priority Sectors



1.14. The priority sectors were identified based on a number of factors such as the ability to scale up Botswana's potential for creating jobs (Agriculture, Energy and Mining), and sectors with strong potential for rapid growth based on Botswana's location, factor endowments and regional linkages (Manufacturing, Financial Services, Digitalization, Infrastructure, and Tourism,). These sectors are aligned to six overarching pillars of:

- Building a deep economy that offers each citizen opportunities for a happy and fulfilled life;
- Democracy, governance and security;
- Land, housing, environment, climate change and green economy.
- Education, research, and human resource development;
- Health care, social protection and gender equality; and
- International relations and global markets.

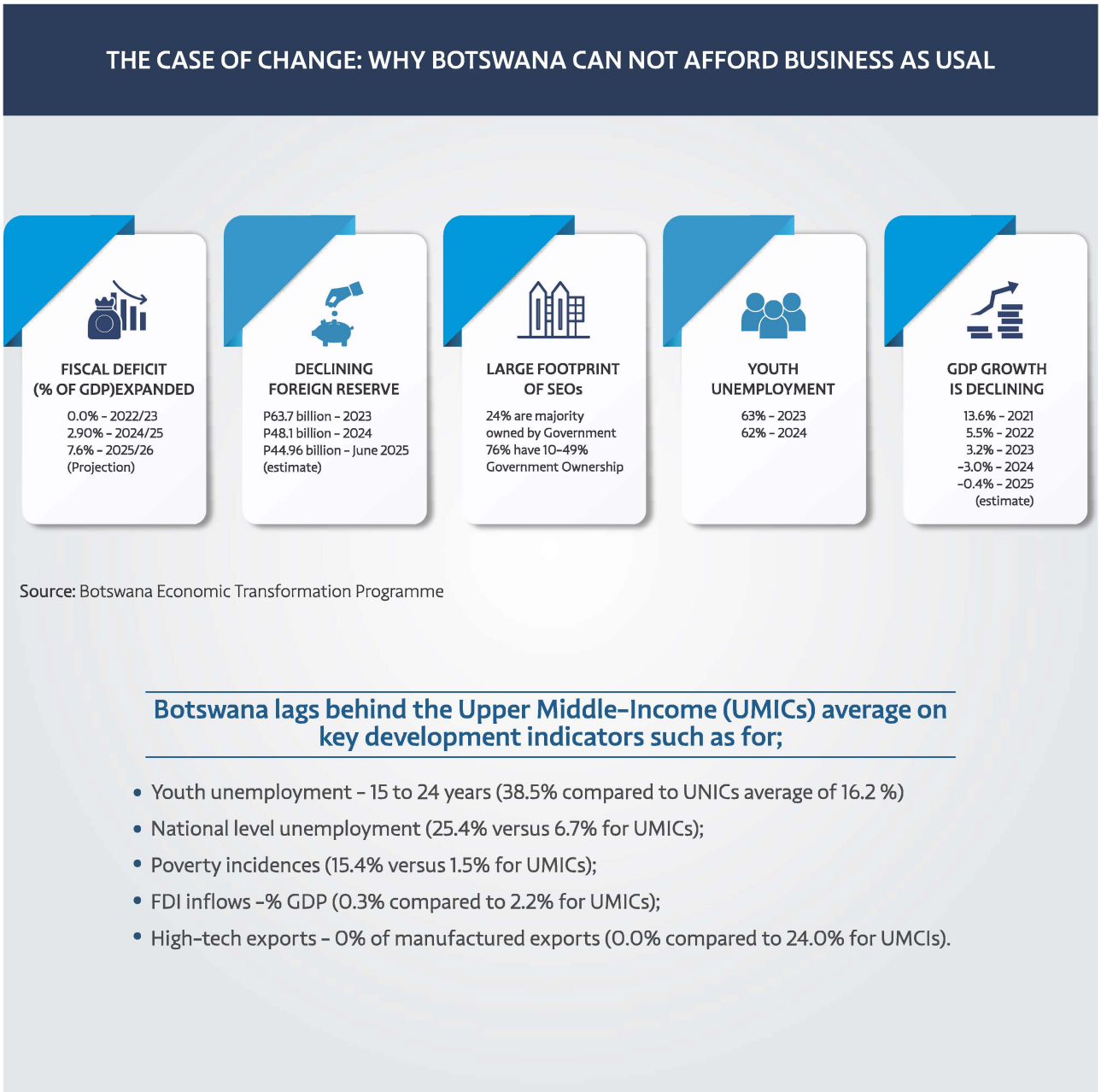
1.15. The potential of these sectors was measured in terms their ability to generate investment opportunities for accelerating economic diversification and growth towards a high-income nation, as well as creating jobs to reduce unemployment. The social sectors (Healthcare, Education and Social Protection), were selected based on activities which complement the prioritised economic growth areas, as well as the ability to strengthen the nation's social safety net and reduce inequalities among Batswana.

1.16. To facilitate growth of these prioritised sectors, Government will launch a number of cross cutting priority initiatives that include but not limited to:

- Simplifying regulations, including identifying and streamlining bureaucratic processes and reducing red tape;
- Incentivising strategic investments, by introducing targeted incentives in key sectors such as; technology, renewable energy, manufacturing, recycling and agriculture;
- Establishing a National Development Fund, aimed at financing strategic national projects and facilitate government partnership with foreign investors;
- Developing National Sectoral Strategies and promoting local industries, specifically focusing on promoting agricultural innovation, developing infrastructure in rural areas, and supporting local producers;

- Developing a National Infrastructure Plan focused on providing: reliable energy, reliable water supply, logistics and internet connectivity. These are key enablers to roll out the prioritised sectors initiatives and to promote investment;
- Reforming Local Capital Markets to facilitate financing both public and private sector projects in local currency.
- Modernising legal frameworks with emphasis on updating commercial tax and labour laws to align them with global best practices;
- Positioning Botswana to become a cash and deposit Savings-Capital;
- Domestic Wealth creation
- National Inventory taking and building real world-asset tokenisation
- Prudent management of the Sovereign Wealth Fund launched in September, 2025 with the aim to drive economic diversification;
- Integration of the national spatial planning to development;
- Guaranteeing legal protections to investors by offering clear guarantees on recruitment of crucial personnel/experts, property rights, intellectual property, transfer of earnings, and dispute resolution and
- Developing and Implementing an NDP 12 Implementation Plan.

Figure 1.2: The case of change



Source: Botswana Economic Transformation Programme

Botswana lags behind the Upper Middle-Income (UMICs) average on key development indicators such as for;

- Youth unemployment - 15 to 24 years (38.5% compared to UNICs average of 16.2 %)
- National level unemployment (25.4% versus 6.7% for UMICs);
- Poverty incidences (15.4% versus 1.5% for UMICs);
- FDI inflows -% GDP (0.3% compared to 2.2% for UMICs);
- High-tech exports - 0% of manufactured exports (0.0% compared to 24.0% for UMCIs).

1.17. NDP 12 preparation takes place at a time when the global and domestic economic environment is volatile, characterised by geopolitical tensions and trade wars that renders medium-term planning uncertain. A summary of the current domestic macro and microeconomic environment reveals:

- the country's declining growth trajectory (5.5 percent in 2022; 3.2 percent in 2023 and -3.0 percent in 2024);
- persistent negative balance of payments (cumulative deficit of P28.8 billion over the past 5 years to 2023), which has potential to cause economic instability, including currency depreciation, increased borrowing, and potentially lowering standards of living for Batswana;
- declining foreign exchange reserves (P63.7 billion in 2023 to P48.1 billion in 2024);
- widening fiscal deficits that threaten fiscal sustainability (P8.68 billion or 2.8 percent of GDP in 2024/25 and P22.12 billion or 7.6 percent of GDP in 2025/26);
- high levels of household debt (P6.1 billion in 2023 or 2.3 percent of GDP) and cost of living (especially, high prices of imported products, including food);
- cumbersome government procurement processes, characterised by regulatory complexity, lack of transparency, corruption, and poor supplier management;
- challenges relating to the role of State-Owned Enterprises (SOEs); which include weak performance, high reliance on Government subventions, operational inefficiencies, and lack of profitability, hindering economic growth and societal impact;
- low productivity (in both the public and private sectors), largely associated with poor work ethic/culture.
- relatively small private sector, which is highly dependent on Government, and needs to grow and improve on its competitiveness;
- challenges of the current land tenure system characterized by conflicts between customary and statutory rights, and the need for improved land administration and governance;
- relatively undeveloped, and in some instances, poor quality infrastructure (roads, rail, energy, water and ICT connectivity), which negatively impacts economic development and the quality of life for Batswana;
- poor implementation of policies, regulations, programmes, and projects, which resulted in the country lagging behind in its global competitiveness); and
- lack of competitiveness by the domestic private sector linked to, among others, regulatory hurdles and ease of doing business, limited access to finance, infrastructure gaps, and a need for improved business practices and workforce skills.

1.18. This is in addition to the persistent socio-economic challenges of:

- unemployment, especially among the youth (34.4 percent in Q1 of 2024 for ages 15-35), due to the slow growth of the economy, capital-intensive nature of the mining sector, lack of economic diversification, skills mismatch, and a small private sector;
- high incidence of poverty (14.3 percent in 2024), largely due to the structural economic dependence on mining, high unemployment, and limited access to quality education and basic services;
- structural inequality (including legal, educational, economic, and healthcare systems);
- fragmented and uncoordinated social protection system leading to inefficiencies (double-dipping, and potentially leaving vulnerable groups underserved); and
- corruption, wastage and general economic crime in the implementation of government programmes and projects.

1.19. The current development challenges largely reflect the limitations of the country's economic growth and development model that was adopted in Botswana's first transitional national development plan: "Transitional Plan for Social and Economic Development" adopted in 1965, which served as a precursor to the first official National Development Plan (NDP 1) and subsequent NDPs. The salient feature of this model was government-led development through the building of economic and social infrastructure, which was largely supported by diamond proceeds and Southern African Customs Union (SACU) receipts.

1.20. However, the current economic and development model has run out of steam and can no longer be relied upon to deliver the country to high-income status. Achieving an average of 6 percent per annum over NDP 12, will require:

- a shift in the economic growth model and bold policy and open export-oriented strategic interventions (in both goods and services - to proactively attract investment and trade);
- strong partnership building (globally, regionally and domestic);
- high investment in appropriate modern infrastructure, cluster development digitalisation and productivity enhancement;
- high investment in skills development; and
- Continued good governance.

1.21. Such bold measures are necessary to achieve the Government set growth rate, given the sluggish growth recorded over the past 10 years, where the domestic economy grew on average, by around 4.0 percent per annum, largely driven by the mining sector.

1.22. A number of non-mining sectors such as agriculture; manufacturing; tourism, creative arts and sports, energy and financial services and digitalisation; and infrastructure have shown potential to become future engines of growth to industrialize the country and propel it to become a high-income country. During NDP 12, emphasis will therefore be on exploring this window of opportunity to further enhance economic diversification through non-mining sectors. This would entail the adoption and implementation of an export-oriented development posture that put more emphasis on achieving international competitiveness which requires high investment in capacity building of local businesses and international market access. Such an approach of a private sector-led and export-oriented growth has potential to transform the economy and result in an inclusive growth.

MEGA TRENDS RESHAPING BOTSWANA'S DEVELOPMENT AGENDA

1.23. In defining the path towards a better Botswana, decisions will have to be made within the global, regional and domestic context (Figure 1.2). Hence, within this context, Botswana's success in changing its economic trajectory will be highly influenced by mega trends that can manifest as both threats and/or opportunities. These include but not limited to; technological advancement, climate change, global tariffs and infrastructure integration.

Text Box 1. 1 : Global Threats and Opportunities

NOTABLE GLOBAL THREATS	OPPORTUNITIES
• Lagging digital infrastructure and skills on AI/GenAI. This could widen inequality and negatively impact growth/competitiveness in key sectors such as Financial Services • Turbulent global trade signified by tariffs and a narrow set of mineral trading partners creates concentration risk Climate vulnerability, characterised by droughts, increasing temperatures, water scarcity and floods which threatens productivity in key sectors such as tourism and agriculture.	• The rise in global food demand due to the steady population growth presents a chance for Botswana to tap deeper into the agro-processing market (it is estimated that overall food production would need to increase by 70% between 2005 to 2050. • Technological advancement (specifically Artificial Intelligence (AI)), reshaping global value chains and value creation. AI is reshaping global value chains and value creation, serving as a cross-cutting enabler across almost all NDP 12 priority sectors from aggrotech on agriculture, to Augmented Reality tourism, smart energy systems, and advanced health solutions; • Tripling or quadrupling of Africa's fintech revenue by 2028, offering Botswana a key opportunity to scale its fintech sector. This presents a strong opportunity for Botswana to scale its fintech ecosystem and tap into high-return growth potential. As Botswana strengthens its financial services sector, a residue effect will naturally follow – the rise in fintech. Every innovation in banking, payments, lending and insurance increasingly relies on digital solutions – meaning fintech will not only complement but accelerate the financial sector's expansion, while providing an industry where young digital natives can innovate and find opportunities; • Africa's push for stronger infrastructure integration with rail development and corridors supporting Botswana's move to diversify and strengthen its manufacturing sector; • Africa's drive to deepen regional integration through initiatives such as the African Continental Free Trade Area (AfFTA) presents expanded opportunities for Botswana to enhance and diversify its export base; • There remains an estimated USD 183.6 billion in untapped intra-African trade that Botswana could strategically access via AfCFTA; and, Gen AI which holds vast potential across many sectors in Africa, offering Botswana a key opportunity to capitalise on its transformative ICT innovation.

1.24. For Botswana, these trends create opportunities for new industries shaped by breakthroughs in technology and artificial intelligence, market opening through African trade integration, and climate incentivizing investment in climate resilient industries. The big risk with mega trends is that countries which fail to adapt to them will be left further behind.

DEFINING THE CONTEXT OF THE NDP 12 THEME

1.25. The theme for NDP 12 is "Building a Diversified and Inclusive Deep Economy for Sustainable Jobs ", with the key operational words of diversification, inclusivity and sustainability, anchored on Botswana's "True North." Diversification here does not just relate to an increase in the number of sectors but also what these sectors have to offer in terms of diversifying the revenue base as well as exports.

1.26. In this context, previous efforts to diversify the economy away from dependence on the mining sector, promoting inclusive growth, and creating sustainable jobs have had little success. This could be suggestive of the fact that Botswana has not built enough cross cutting and sector specific capabilities such as; legislation, infrastructure, skills, ease of doing business, and investment promotion, which in turn has limited the ability to create scale. Hence, the country finds itself stuck in a "middle income trap", characterized by limited growth prospects, as well as high incidences of; structural unemployment, poverty and inequality.

1.27. At the heart of the current Government's transformative agenda therefore, is the achievement of a broad-based and inclusive economy that has the potential to touch the lives of every citizen. For this reason, Government puts emphasis on "building a deep inclusive economy" as the main driver of sustainable economic development, making it a major priority outcome for NDP 12. Such an outcome is expected to result in:

- Being locally and outward focused by developing and implementing policies, regulations and instruments that support growth of local economies and industries, and promoting the use of local resources and skills without undermining foreign investment;
- Wider ownership by promoting greater participation and ownership through nation-building initiatives;
- Alignment of economic activities with social goals, such as ensuring access by all to quality education, healthcare, water, energy, land and decent jobs;
- Institutionalizing mechanisms for strengthening dialogue and collaboration with the private sector and thus promoting, embracing a culture of synergy for enhanced efficiency and effectiveness of processes and systems

1.28. The NDP 12 theme also implies fostering a fundamental shift in focus on how business and government functions and to be more impactful with emphasis on high level outcomes, efficiency, value addition, transparency and competitiveness guided by the BETP.

CREATING A PLATFORM FOR RADICAL AND DECISIVE CHANGE FOR THE BETTER - EMBRACING THE BOTSWANA ECONOMIC TRANSFORMATION PROGRAMME (BETP) MODEL

1.29. To take advantage of opportunities arising from global and regional mega trends, NDP 12 adopted a new platform for ensuring change in the form of the Botswana Economic Transformation Programme (BETP). The Programme provides a platform for radical and bold transformation of Botswana towards a diversified, inclusive, private sector-led and export-driven economy. It employs a rigorous Labs methodology for proactively engaging the private sector in identifying high impact projects for driving key priority growth sectors.

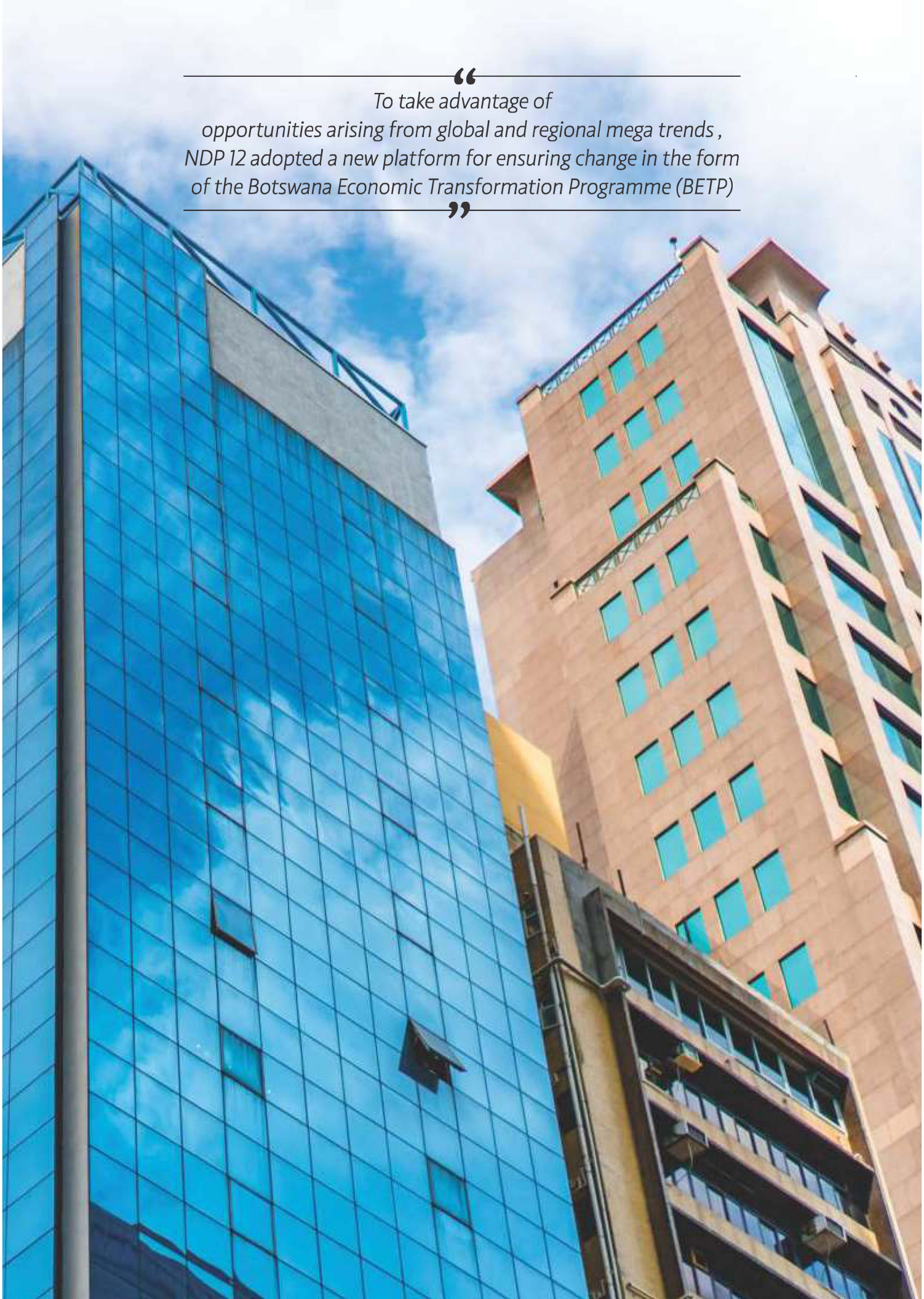
1.30. Embracing the BETP is what differentiates NDP 12 from its predecessors and is a complete shift from the mining-driven and public sector economic growth model which has been in effect since Botswana's independence. By incorporating a rigorous identification, prioritisation and implementation process, the BETP ensures effective execution of the primary economic segments of the NDP 12 towards achieving Botswana's True North. By taking the Business Unusual approach, and aligning the activities, strengths and insights of both public and private sectors in true partnership, the BETP under the NDP 12 promises to bring the aspirations of Government closer to fruition.

CONCLUSION

1.31. In an increasingly chaotic world, Botswana urgently needs to reinvent itself and make the most of available opportunities, and overcome long-standing economic structural challenges to build a new Botswana. Transforming the economy towards private sector-led growth is thus a necessity that requires rethinking not only how development is planned, but also how it is executed. Implementation of NDP 12 is therefore non-negotiable to honour the social contract with Batswana.

1.32. The NDP 12, therefore, represents the roadmap through which the Government is anchoring meaningful transformation towards achieving its Vision of inclusive growth and improved quality of life. By incorporating a radically different approach towards development planning and execution, the NDP 12 takes a bold step in transforming the economy towards one that is digitally enabled, energy sufficient, export-driven and economically diversified, where every citizen is employed, empowered and fulfilled.





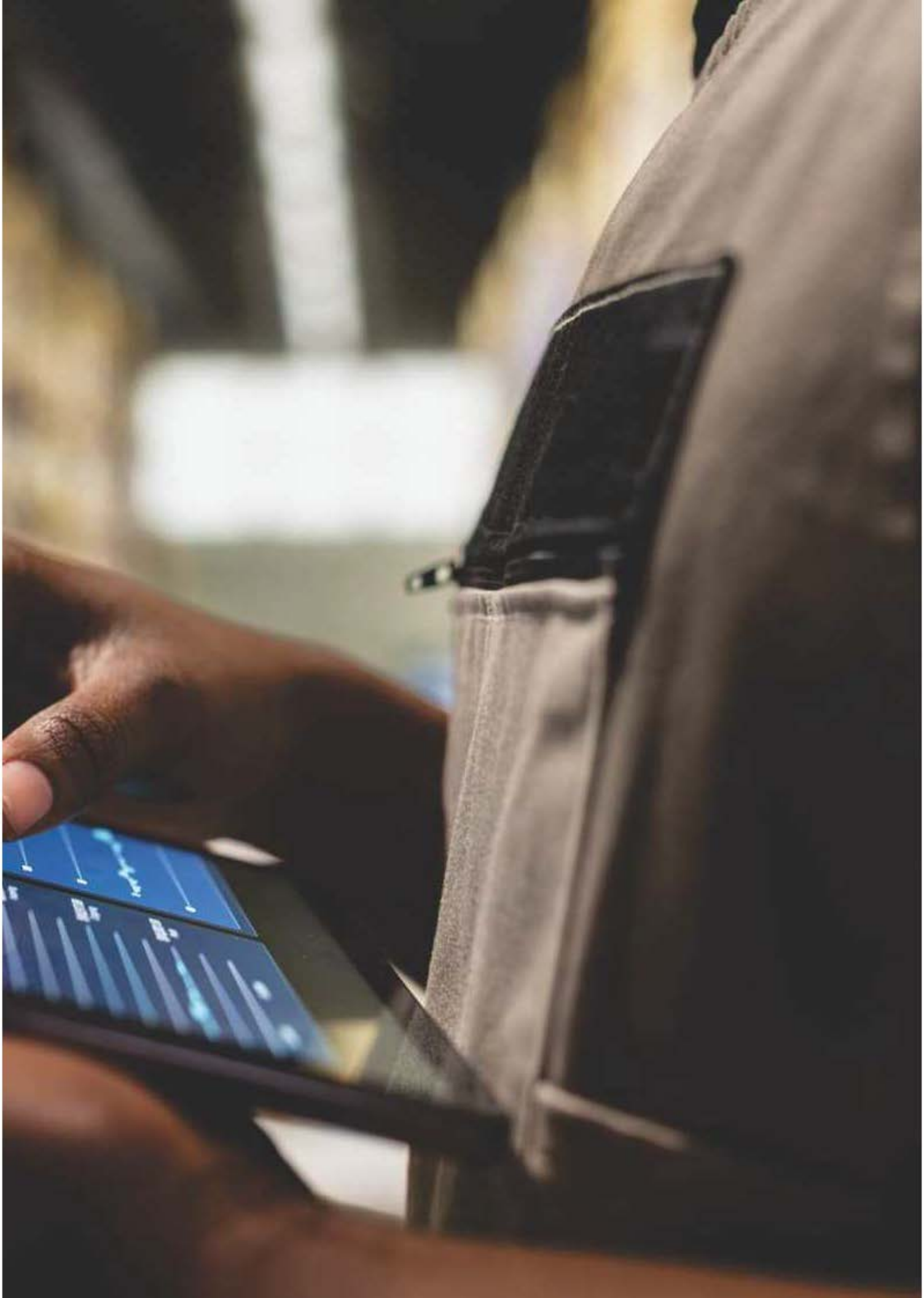
To take advantage of opportunities arising from global and regional mega trends , NDP 12 adopted a new platform for ensuring change in the form of the Botswana Economic Transformation Programme (BETP)

CHAPTER 2

BOTSWANA TODAY, REALITIES AND POSSIBILITIES

"There are opportunities in digital services, such as business process outsourcing and software development and teleworking, that transcend geographical boundaries."





BOTSWANA HAS HIGH POTENTIAL FOR GROWTH BY FOCUSING ON PRIVATE-SECTOR LED DEVELOPMENT

2.1 The private sector-led model that embraces the BETP as discussed in Chapter 1 of NDP 12, will be anchored on development of a diversified and competitive private sector, oriented toward export markets and focused on activities where Botswana has a comparative advantage or can develop a strong competitive edge.

2.2 The success of this model will depend on increasing private sector growth and participation in non-mineral exports and transformative sectors. Private sector growth requires Government to provide an enabling environment (policies and infrastructure) and improve ease of doing business for those operating in, or looking to operate in the country. This should also be supported by a dynamic and productive informal sector, including both farm and non-farm activities that can absorb a rapidly expanding young labour force. It will also require:

- advancing value addition to raw materials and developing niche value chains in energy, infrastructure, and livestock;
- giving incentives for deeper value chain integration domestically, regionally and globally;
- tapping into regional and global markets by participating in global value chains that provide for technology transfer and skills development;
- establishing a policy environment that provides disincentives for over reliance on domestic non-tradable goods and services and dependence on government as the primary market;
- improving the competitiveness of firms and the environment in which they operate by facilitating the private sector to focus on productivity gains, economies of size, innovation and local/regional integration.
- strengthening local production capabilities by removing every possible constraint on doing business and private sector growth;

THE FEASIBILITY OF PARTICIPATING IN GLOBAL VALUE CHAINS BY BOTSWANA PRIVATE SECTOR

2.3 in Southern Africa, and further afield have faced logistical constraints to participate in Global Value Chains (GVC), these present a viable platform for economic advancement. Investing in infrastructure, and enhancement of domestic productive capacity stands to enhance Botswana's entry into GVCs. Hence, during NDP 12, Botswana's entry and participation in these GVCs will be facilitated. Among others, the country will aim to provide incentives to promote trade policies, investment flows, and develop subsequent industrial strategies. To be effective, these will be accompanied by strategies that leverage final assembly of goods intended for African markets, in particular the Southern African Customs Union (SACU) and Southern African Development Corporation (SADC) to optimise Botswana's existing trade agreements.

2.4 A peculiar constraint to Botswana's growth is its small domestic market. Mitigating this challenge to achieve the desired growth and diversification, Botswana will invest in infrastructure to facilitate trade, and take advantage of the larger free trade areas in which Botswana is a member. Invariably, the Government and the private sector must aggressively leverage export possibilities entailed in new, and existing bilateral and multilateral agreements, such as those entailed in the Southern African Customs Union (SACU); Southern African Development Community (SADC)-European Union (EU) Partnership Agreement and African Continental Free Trade Area (AfCFTA).

2.5 Besides expanding Botswana's export capacity, membership of these trade arrangements will lead to intensified competition and thereby an improvement in the quality of goods and services. The result of these changes will require the following:

- Productivity enhancement in order to improve the competitiveness of locally produced goods;
- Providing support to the private sector to meet the quality standards for European Union (EU) and Southern African Development Community (SADC; and
- Continued support to the private sector through productive investment to modernise infrastructure in areas such as digitalization, water and renewable energy, among others.

2.6 To successfully activate this, the proposed plans for the infrastructure sector should take into account issues such as expanding rail networks beyond just serving the transportation of diamonds and coal. Infrastructure development plans should also cover more than logistics and include production of reliable electricity, water supply and digital services such as internet. There are also opportunities in digital services, such as business process outsourcing and software development and teleworking, that transcend geographical boundaries. As Botswana lies in the same time zone as western Europe, that gives it an advantage over say India, which has successfully used these industries to help modernise its own economy.

THE ECONOMIC LANDSCAPE

The Global Economy

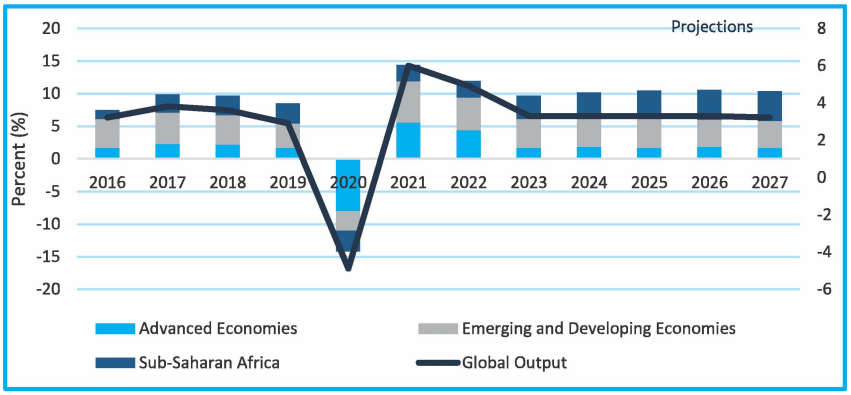
Decling Global Growth amid prospects for trade with emerging markets and developing economies

2.7 It has become apparent that global trading patterns are starting to show a shift with new markets notable in South-South trade. The implication of this is that the future growth of Botswana's economy is likely going to be increasingly linked to emerging powers such as Brazil, Russia, India, China, and South Africa (BRICS). This is notwithstanding the fact that Botswana's major trading partners for exports include the United Arab Emirates (UAE), Belgium, India, South Africa, USA and China, while for imports, they are South Africa, Namibia, Belgium, India, and Canada.

2.8 The key for Botswana is to use NDP 12 to build the necessary capacity (both human and infrastructure), specifically for utilising any trade opportunities that is beneficial to increasing trade outcomes.

2.9 The IMF's January, 2026 World Economic Outlook (WEO) forecasts global growth to remain subdued at 3.3 percent in 2025 and 2026 and slightly drop to 3.2 percent in 2027. **(Figure 2.1).**

Figure 2.1 : Global Growth and Projections (2016 - 2027)





Source: World Economic Outlook (WEO), January 2026

2.10 Despite the global growth slowdown, growth in emerging markets and developing economies (EMDE) is expected to be faster than that in advanced economies. The former economies are expected to grow at 4.4, 4.2 and 4.1 percent in 2025, 2026, and 2027 respectively. The IMF further projects that Sub-Saharan Africa (SSA) of which Botswana is part of, will grow nearly as fast as EMDE over the same period. Growth for SSA region is projcted at 4.4 percent in 2025, before rebounding upwards and remain at 4.6 percent in 2026 and 2027 **(Figure 2.1)**. This is in contrast to the slower growth of SSAin the 2000s and 2010s and points to potential opportunities that could arise from greater trade integration in the continent such as the Africa Continental Free Trade Agreement (AfCFTA), of which Botswana subscribes to.

2.11 These forecasts by the IMF, to a large extent reflects the:
- direct effects of the new trade measures instituted by the US and their indirect effects through trade linkage spill overs, and
- heightened uncertainty, and deteriorating sentiment, given the tariff announcements and reciprocal actions between February 2025 to date.

2.12 In the short term, the impact of tariffs on growth will vary across countries, depending on: trade relationships; industry compositions; policy responses; and opportunities for trade diversification.

2.13 Such developments have the potential of leading to a reduction in international development assistance which could push low-income as well as developing countries, including Botswana, deeper into debt and compromised living standards. Hence to ensure internal economic stability, it has become more critical now than ever before, to align development policies with global/international realities.

The Domestic Economic Performance – An Overview

GDP Growth Rates Points to a nation in recession

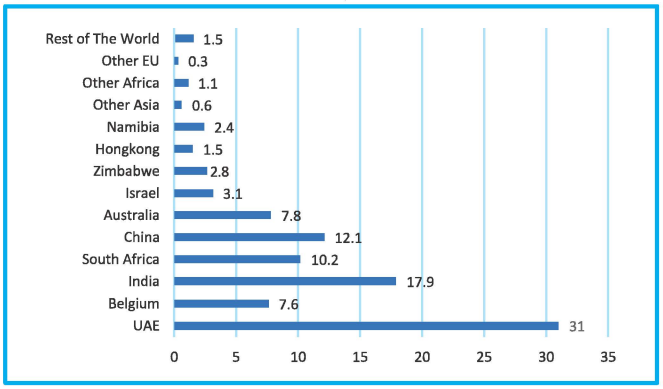
2.14 Latest data from Statistics Botswana indicates that GDP growth recorded a decline of 2.8 person in 2024, down from a growth rate of 3.2 percent in recorded in 2023. This decline was primarily due to the ongoing weak performance in the diamond industry, as mining and quarrying declined by 23.9 percent, while the diamond trading industry realised decline of 32.3 percent, over the same period. Weak and slow economic activity in the Manufacturing industry also contributed to the weak performance of the domestic economy as the sector recorded a negative growth rate of 2.5 percent over the same period.

2.15 The medium-term recovery path remains contingent on the pace of normalization in the diamond market and the capacity of non-mining sectors to generate compensatory growth. Key sectors such as Agriculture, Construction, manufacturing and Wholesale & Retail are expected to exhibit below-trend performance, limiting their countercyclical potential.

Export Commodities largely dominated by diamonds with majority destined for the Asian Market

2.16 In December 2025, the economy continued to display an undiversified export base largely dominated by diamonds and copper **(Figure 2.2).** A majority of exports (66.2 percent) was destined for Asian markets followed by the SACU region with a market share of 12.6 percent. It is quite interesting to observe that there were limited exports by Botswana to fellow SACU member countries despite the existing agreements and proximity relative to Asian and European countries.

Figure 2.2: Share of Botswana Exports to Major Trading Countries and Regions –December 2025 (%)

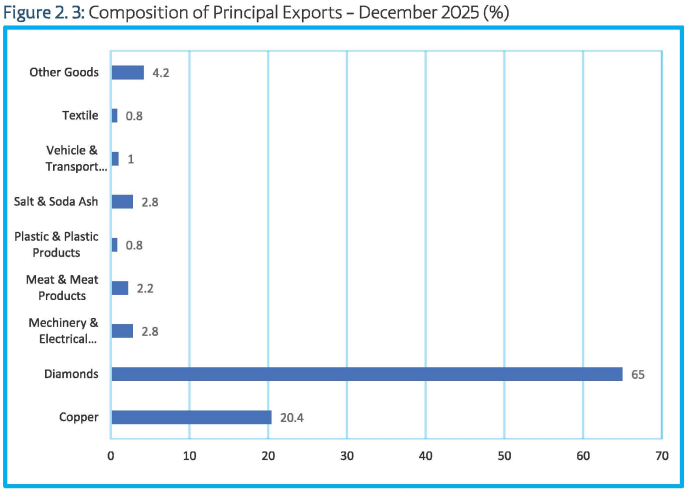




Source: Statistics Botswana Monthly Digest – December2025

2.17 The large share of exports destined for Asia and Europe can be explained in terms of the composition of commodities being exported – diamonds and copper **(Figure 2.3)** and the demand thereof.

Figure 2. 3: Composition of Principal Exports – December 2025 (%)



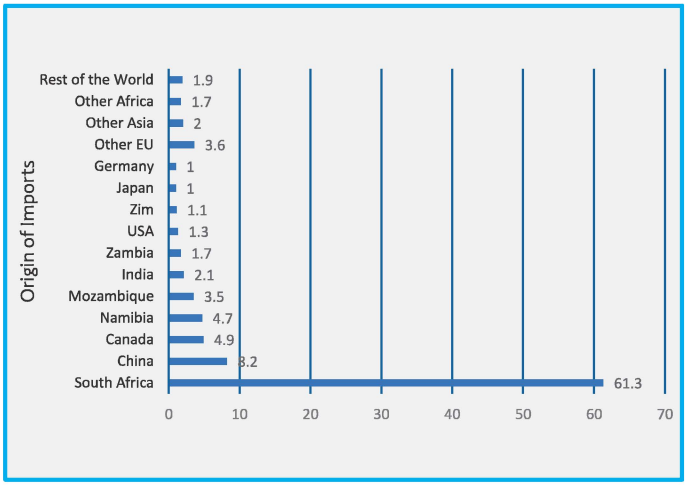


Source: Statistics Botswana Monthly Digest – December 2025

2.18 NDP 12 will lay the foundation for broadening the export base as well as promoting export trade between Botswana and the SACU as well as SADC region, and developing new industries for other commodities that Botswana has a competitive advantage over, but yet to be explored (i.e., both mineral and non-mineral commodities).

2.19 In contrast to exports being destined largely for the Asian market, it is quite apparent from **Figure 2.4** that the SACU region contributed the largest share at 66.8 percent to total imports, as at December 2025.

Figure 2.4: Imports by Major Partner Countries



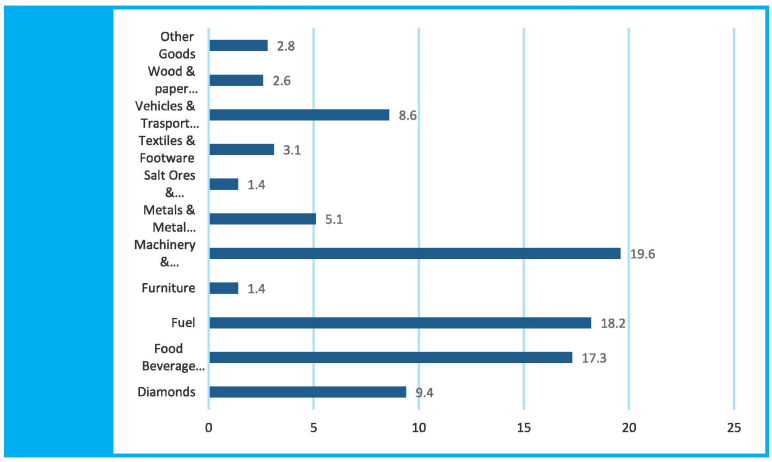


Source: Statistics Botswana Monthly Digest – December 2025

2.20 Among the SACU member states, South Africa was the largest source of imports, accounting for 61.3 percent of the total **(Figure 2.4)**. Namibia was the second largest source, contributing 4.7 percent to total imports. Hence, Botswana seems to have a major trade imbalance given the disparity of destination of exports and origins of imports.

2.21 As at December, 2025, Botswana imported goods worth P6,396.1 million, with the SACU region contributing the largest share at 66.8 percent (P4, 273.2 million) with Asia accounting for 13.4 percent of the total imports. Food, Beverages & Tobacco and Fuel were the most imported commodity groups from the SACU **(Figure 2.5).** During NDP 12, and as a way of reducing the import bill, opportunities will be explored for substituting some of these import commodities in areas where Botswana possesses a competitive advantage especially in the agricultural and manufacturing sectors.

Figure 2. 5: Composition of Principal Imports – December 2025 (Percentage)



Source: Statistics Botswana Monthly Digest – December 2025

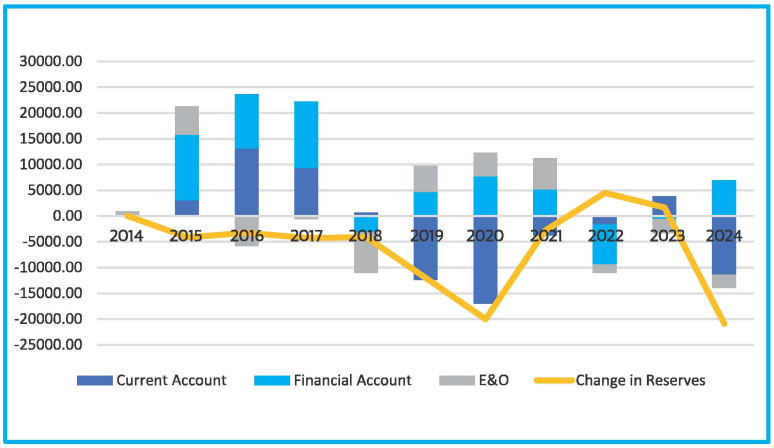


Balance of Payments

2.22 In the last decade, the country has incurred consecutive deficits in the balance of payments, except for the year 2014. The overall balance averaged a negative P4.2 billion from 2013 until 2022. The substantial deficits in 2019 and 2020, were mainly due to the impact of COVID-19, **(Figure 2.6).**

2.23 Provisional figures for 2024 indicate an overall deficit of about P20.9 billion compared to a surplus of P1.65 billion in 2023. The deficit was due to a substantial decrease in export earnings in 2024, against a smaller decrease in imports. A surplus in the balance of payments has a positive effect on foreign exchange reserves. Hence as a consequence, foreign exchange reserves, as at November 2025, stood at P52.5 billion compared to P53.6 billion registered in 2025, during the same period.

Figure 2. 6: Balance of Payments and Changes in Reserves – P' Million (2014 – 2024)



Source: Bank of Botswana 2025

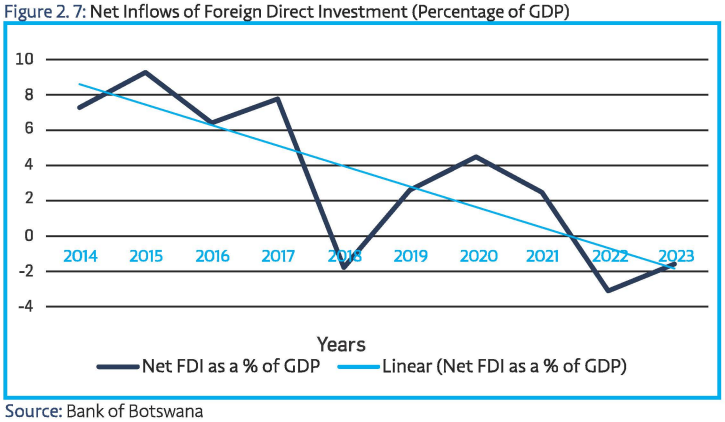


2.24 Needless to say, the slow pace of export diversification has been a contributory factor to the deteriorating performance in the balance of payments **(Figure 2.6)**.

2.25 The lack of export diversification also shows up in an extremely large non-diamond trade deficit – whereby non-diamond exports of goods amounted to just P8.2 billion in 2021, and P19.5 billion in 2024 compared to non-diamond imports of P56.9 billion and P75.3 billion, respectively over the same period. This shows the urgent need to boost non-diamond exports in order to reduce the vulnerabilities associated with extreme dependence on diamonds for foreign exchange inflows.

2.26 It is also worth noting that, another key driver of balance of payments deficits is the observed deficits in the financial account, specifically in 2018, 2022 and 2023 **(Figure 2.7).** Such deficits tend to reflect outward portfolio investment and declining levels of inward foreign direct investment (FDI). This is a cause for concern as the country aspires for the private sector to facilitate export led growth. It also emphasises the need to improve the doing business environment and raises questions about Botswana's attractiveness for foreign investment, issues which will aggressively be addressed during NDP 12.

Figure 2. 7: Net Inflows of Foreign Direct Investment (Percentage of GDP)



Source: Bank of Botswana



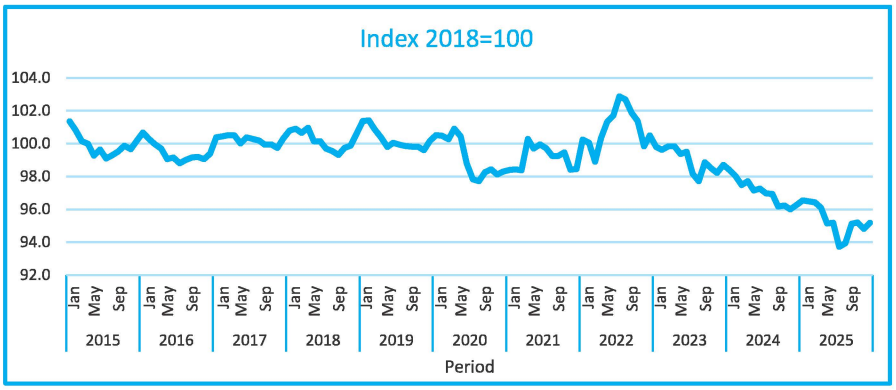
Exchange Rate Policy and Competitiveness

2.27 The monetary policy framework in Botswana is anchored on the crawling band exchange rate mechanism, which seeks to maintain a stable real effective exchange rate (REER). A stable REER is conducive for macroeconomic stability and international competitiveness of domestic producers' tradable goods and services. The key to rapid economic growth through export diversification is a competitive REER. An appreciating REER renders the country's goods and services expensive in the global markets while the converse is true.

2.28 Needless to indicate that the REER has largely been stable during NDP 11, but that it appreciated during the TNDP period, particularly in 2022 because of high inflation which was beyond the 3-6 percent Bank of Botswana objective range. Consistent with the 1.51 downward rate of crawl, the Nominal Effective Exchange Rate (NEER) of the Pula depreciated by 1.5 percent in 2024 and 2.1 percent in 2025.The REER also depreciated by 2.5 and 1.1 percent, over the same period, suggesting a marginal gain in Botswana's export competitiveness, **(Figure 2.8).**

2.29 It is worth observing that, there has been continued annual downward adjustment of the Pula against currencies of its major trading partners since 2020 to date, with the downward crawl for 2025 set at 2.76 percent effective July 2025, an increase from the previous 1.51 percent.

Figure 2.8: Real Effective Exchange Rate (2015 – 2023 to Update)





Source : Bank of Botswana, 2024

2.30 By design, "sustained downward adjustment of the currency is a reflection of weak production capacity and productivity of the economy" (Bank of Botswana, January 2023). Hence, in order to take advantage of lower inflation and thus domestic currency competitiveness arising from the downward crawl, there should be adequate production capacity and productivity improvements by the private sector. The public sector should also ensure that there is effective implementation of plans, programmes and projects.

Unemployment largely dominated by the youth

2.31 Botswana faces two employment challenges which are: high rates of unemployment, especially among the youth, including among recent university graduates; and shortages of vital skills in the labour market. More accurately, this indicates national low job vacancy rate (JVR) which may indicate economic slowdown or oversupply of labour. This labour market tightness and low employer demand may be alleviated by capacity building for graduate self-employment or graduate entrepreneurship; international capacity building; facilitation of human capital export and international labour mobility corridors for local graduates, thus creating and strengthening a Batswana Diaspora.

2.32 According to Statistics Botswana's quarterly labour force survey, the unemployment rate was 27.6 percent in the first quarter of 2024, compared to 25.4 percent in the fourth quarter of 2022 (youth unemployment rate rose to 38.2 percent from 33.5 percent over the same period).

2.33 The highest youth unemployment rate in Botswana is for those who never attended school and those with Basic Education. Brigades and Technical and Vocational Education and Training (TVET) graduates also have significant unemployment at 41.6 and 31.9 percent, respectively. University graduates' unemployment rate, and unemployment for graduates of education colleges are also high at 23.2 and 18.6 percent, respectively (National Planning Commission (NPC), 2023 Diagnostic Survey). This points to a skills mismatch of the youth in the labour market which requires the education sector to develop strategies for supporting the productive sectors with the required skills. As Government and the private sector continue investing in research and development as a way of positioning the country to become a knowledge economy that is likely to require high levels of skills in order to be globally competitive, the education system will institute the necessary reforms to accommodate such efforts. Extensive skills development in the agricultural, manufacturing and tourism sectors, which by their nature are labour intensive, will be required to assist in addressing the unemployment problem.

2.34 For the youth, the current era of the arts and culture associated with; artificial intelligence, digitization and Information and Communications Technology (ICT) development, offers substantial potential for employment creation within this industry and will be actively supported with pre-requisite entrepreneurial skills and proactively promoted during NDP 12. Hence, to specifically address the challenge of youth unemployment requires that the quality of education and subsequent funding needs be changed in NDP12. This requires that the country:

- improve access to pre-primary education;
- transform the TVET system and make it a viable alternative path to the academic track of education;
- develop a systems approach to skills development that links industry and education and training providers to deal with the issue of skills mismatch;
- align education curriculum to the needs of the modern world to produce the required technical and soft skills; and
- facilitate and support graduate entrepreneurship, international capacity building, and labour mobility as viable alternatives to formal employment in the domestic labour market.

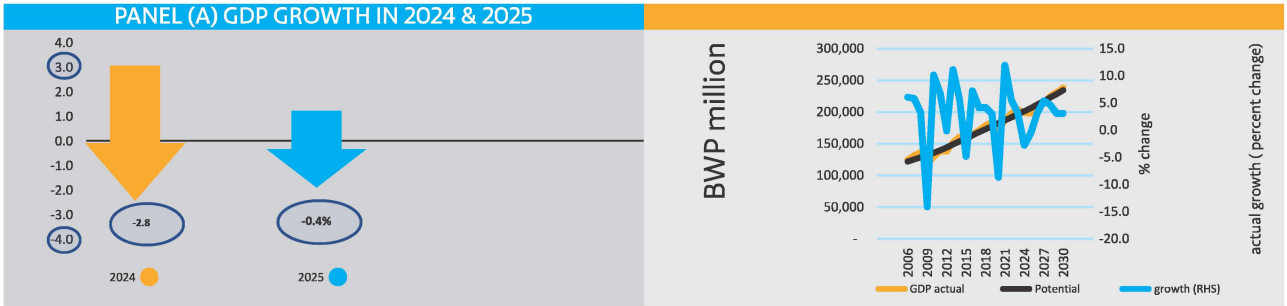
MACRO-FISCAL OUTLOOK FOR NDP 12

GDP Projections Scenario (Baseline)

2.35 According to the baseline projections, real GDP is estimated to remain below potential, averaging 3.1 percent annually, over the Plan horizon, **figure 2.9.** This average growth rate will be led by the non-mining sector, which is projected to expand at an average annual rate of 3.4 percent. This trajectory is expected to yield approximately 80,000 new jobs by the end of NDP 12, translating into a marginal increase in the unemployment rate from 27.6 percent in 2024 to 28.1 percent by 2030.

2.36 The extent of the recovery during NDP 12 period hinges on the recovery in the diamond industry and more specifically, the rate of reduction in the current inventory levels.

Figure 2.9: Real Growth and Medium-Term Projections (2016-2030)



Source: Statistics Botswana, Ministry of Finance (Projections), 2025

2.37 The projections also take into account downside risks related to other cyclical and structural changes in the diamond sector that include:

- lower prices;
- changing consumer preferences;
- increasing production costs;
- competition from lab-grown diamonds; and risks in terms of geopolitical tensions and potential economic disturbances in the Middle East region which could also contribute towards lower projected global growth.

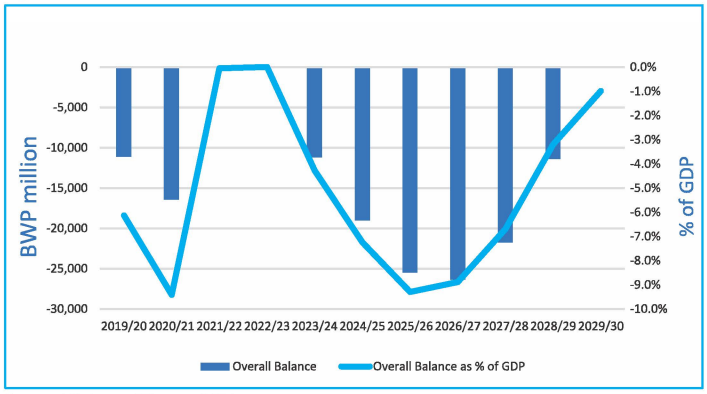
FISCAL PERFORMANCE AND OUTLOOK

Medium Term Budget Performance (Baseline)

Domestic Economy Continues Experiencing Budget Deficits

2.38 Botswana has been experiencing continuous budget deficits over the past 5 years which stood at a peak of about 12.5 percent of GDP in 2009/10. Even though for the second year in a row, Government recorded a balanced budget in the financial year 2021/22 and 2022/23 **(Figure 2.10)**, fiscal pressures are expected to remain significant amid elevated capital and recurrent spending going forward.

Figure 2. 10: Fiscal Balances (2007-2027) to update



Source: Ministry of Finance 2026



2.39 Over the medium term, the fiscal position is expected to remain fragile, reflecting ongoing structural changes in the diamond sector that are likely to weaken mineral revenue growth and limit overall Government income. Non-mineral revenues, particularly SACU receipts, are anticipated to continue playing a critical role as sources of fiscal revenue and foreign exchange inflows, temporarily bolstering official reserves and supporting import financing. Nonetheless, medium-term projections remain highly sensitive to regional trade dynamics and macroeconomic conditions in South Africa—the main contributor to the SACU pool, where excise revenues are closely tied to domestic demand trends.

2.40 Other tax revenues are projected to remain positive; however, they are not expected to fully compensate for declines in key revenue streams. This highlights the persistence of fiscal gaps that cannot be closed without enhanced domestic revenue mobilisation. The resulting shortfall places additional strain on the budget balance, increases financing requirements, and may elevate borrowing costs while exerting pressure on public debt indicators.

2.41 On the expenditure side, government spending is projected to continue growing faster than revenues, further straining the fiscal position and resulting in sustained medium-term deficits.

2.42 Ongoing delays in implementing fiscal consolidation measures are expected to widen and extend these deficits into the outer years, leading to higher financing needs and rising debt servicing obligations. Consequently, public debt levels are projected to increase, placing upward pressure on financing costs. These developments pose risks to long-term debt sustainability by limiting fiscal space, raising interest burdens, and reducing buffers available to absorb economic shocks.

2.43 On a more positive note, the medium-term revenue outlook could improve, supported by planned tax policy adjustments and revenue reforms aimed at strengthening non-mineral tax performance and broadening the overall tax base. These measures are expected to enhance fiscal sustainability over time.

2.44 For example, the overall fiscal deficit was projected to reach approximately 2.6 percent of GDP in 2023/24 and 2.9 percent of GDP in 2024/25. Persistent budget deficits, coupled with the depletion of government financial resources, can lead to a buildup of public debt and a reduction in available fiscal buffers. This may place pressure on public finances, increase interest payments, and potentially crowd out private sector investment. Importantly, these deficits will require financing.

ALTERNATIVE MACRO-FISCAL SCENARIOS

i. Optimistic Scenario

2.45 Under the Optimistic Scenario, economic growth is expected to be driven by strategic sectors identified in the Botswana Economic Transformation Plan (BETP), with the non-mining sector acting as a countercyclical buffer to the diamond industry.

2.46 The scenario projects an average growth rate of 5.6 percent over the NDP 12 period, with the non-mining sector expanding at an average rate of 6.3 percent. It assumes that strong growth in non-mining activities will offset the drag from the mining sector, thereby advancing the objective of economic diversification and supporting private sector-led growth.

2.47 From a fiscal perspective, the scenario assumes improved fiscal discipline and greater efficiency in public spending, particularly in development expenditure directed toward high-return projects, alongside moderated spending levels. However, it also recognises that domestic revenue mobilisation and public financial management may remain insufficient to fully stabilise the budget, with deficits persisting in the short-term, albeit at lower levels than currently projected.

ii. Pessimistic Scenario

2.48 The Pessimistic Scenario reflects an unfavourable global economic and geopolitical environment, characterised by prolonged high diamond inventories due to weak demand, as well as slow implementation of structural reforms under the BETP. It assumes that diamond production remains subdued in response to elevated inventory levels and declining sales driven by weakened demand conditions. In addition, delayed government reforms and slow fiscal consolidation are expected to weigh on revenue collection from major sources. Growth in the non-mining sector is also assumed to be insufficient to offset the slowdown in mining sector performance.

2.49 Under this scenario, average economic growth is projected at 2.8 percent over the NDP 12 period, while the non-mining sector is expected to grow by an average of 3.0 percent. This level of growth is unlikely to generate sufficient employment opportunities to reduce unemployment, with projections indicating that the unemployment rate could rise to 29.6 percent by 2030.

Table 2.1: NDP 12 Macro-fiscal Projections Summary (baseline, Optimistic & Pessimistic Scenarios)

BASELINE SCENARIO

GDP Projections (%)

	2025	2026	2027	2028	2029	2030
GDP growth rate (%)	-0.4	3.1	5.4	4.7	3.1	3.1
GDP excluding Mining	2.2	3.6	3.6	3.7	3.7	3.7

Fiscal Projections (BWP Million)

	2025/26	2026/27	2027/28	2028/29	2029/30
Total Revenue and Grants	71223	77224	82598	97372	106657
Total Expenditure and Net Lending	96703	103579	104362	108767	110509
Recurrent Expenditure	73998	80325	80105	83371	83872
Development Expenditure	22846	23376	24393	25490	26637
Overall Balance	-25481	-26354	-21764	-11395	-3853
as a percentage of GDP	-9.3	-8.9	-6.7	-3.2	-1

OPTIMISTIC SCENARIO

GDP Projections (%)

	2025	2026	2027	2028	2029	2030
GDP growth rate (%)	-0.4	4.7	7.3	7.3	6.9	7.8
GDP excluding Mining	2.2	5.5	5.9	6.8	8.1	9.2

Fiscal Projections (BWP Million)

	2025/26	2026/27	2027/28	2028/29	2029/30
Total Revenue and Grants	71223	78092	83510	98334	107669
Total Expenditure and Net Lending	77761	83807	83246	87160	87930
Recurrent Expenditure	64193	69515	68342	71537	71506
Development Expenditure	13708	14413	15040	15717	16425
Overall Balance	-6538	-5715	264	11174	19739
as a percentage of GDP	-2.4	-1.9	0.1	3.1	5.1

PESSIMISTIC SCENARIO

GDP Projections (%)

	2025	2026	2027	2028	2029	2030
GDP growth rate (%)	-0.4	2.6	5.0	4.4	2.8	2.7
GDP excluding Mining	2.2	3	3.1	3.3	3.3	3.3

Fiscal Projections (BWP Million)

Fiscal Projections	2025/26	2026/27	2027/28	2028/29	2029/30
Total Revenue and Grants	71223	75503	79919	94233	103095
Total Expenditure and Net Lending	96703	103579	104362	108767	110509
Recurrent Expenditure	73998	80325	80105	83371	83872
Development Expenditure	22846	23376	24393	25490	26637
Overall Balance	-25481	-28076	-24443	-14534	-7414
as a percentage of GDP	-9.3	-9.6	-7.7	-4.1	-2

Source: Ministry of Finance / National Planning Commission 2026

STRATEGY FOR FISCAL CONSOLIDATION DURING NDP 12

2.50 The underlying objective for fiscal balances during NDP 12 is to restore the depleted Government Investment Account to prehistoric levels and avoid further deterioration. This is a necessary condition to ensure that Botswana is able to withstand future unforeseeable shocks. In general, and specifically for NDP 12, the strategy for Government spending, revenue availability and overall fiscal balance will depend mainly on four major preconditions which include the following:

- How Government spending can best contribute to economic growth, given the foreseeable opportunities and/or decline in diamond and to a lesser extent, SACU revenues;

- Alternative sources of growth specifically from the non-mining sector. This requires policy support and deliberate/specific strategic support to high impact targeted sectors. This then determines what total resources will be available for Government spending over and above that coming from the mining sector;

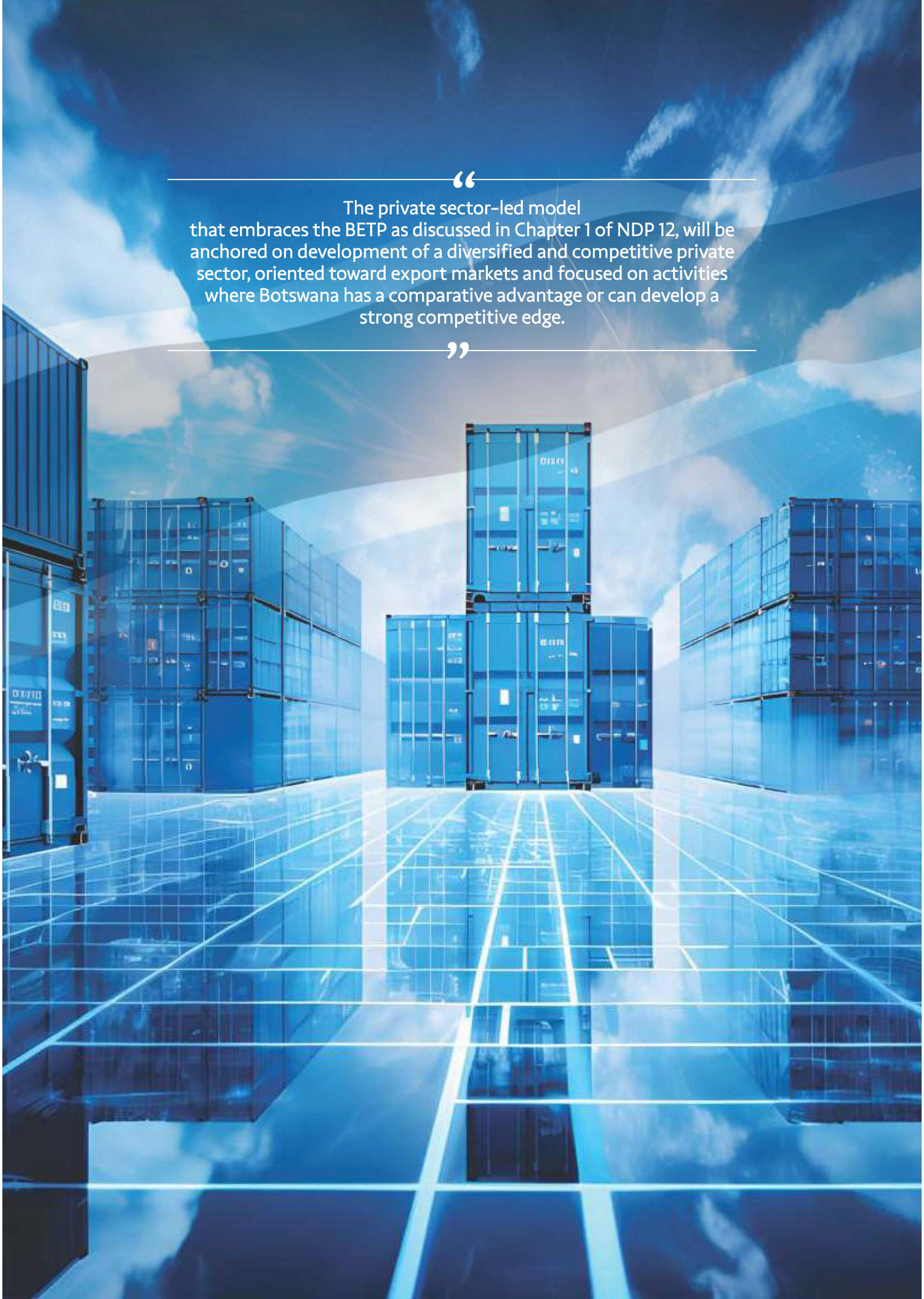
- Whether the budget, taking one year with another, should be in surplus, deficit or balance and to what extent government expenditure can be increased in real terms, without further depleting fiscal buffers or pushing the country into debt/fiscal unsustainability. The overall strategy has always been on balancing the budget and rebuilding the fiscal buffers by having moderate surpluses. Hence it is assumed in the fiscal projections that this will continue; and

- How available resources should be prioritized among sectors so as to get the highest impact on economic growth and in addressing socio-economic challenges. This also relates to a decision on how available resources should be distributed between recurrent and development spending as well as weighing the opportunity cost between investment and consumption (specifically social-safety nets) spending.

CONCLUSION

2.51 By strengthening local production capabilities, leveraging technology transfer, advancing value addition to raw materials, and tapping into regional and global markets, the private sector has the potential to significantly reduce import dependency, create quality jobs, and increase foreign exchange earnings. This can only be achieved by providing the appropriate policy and regulatory framework support to enable the sector to become a competitive hub for innovation and industrialization.





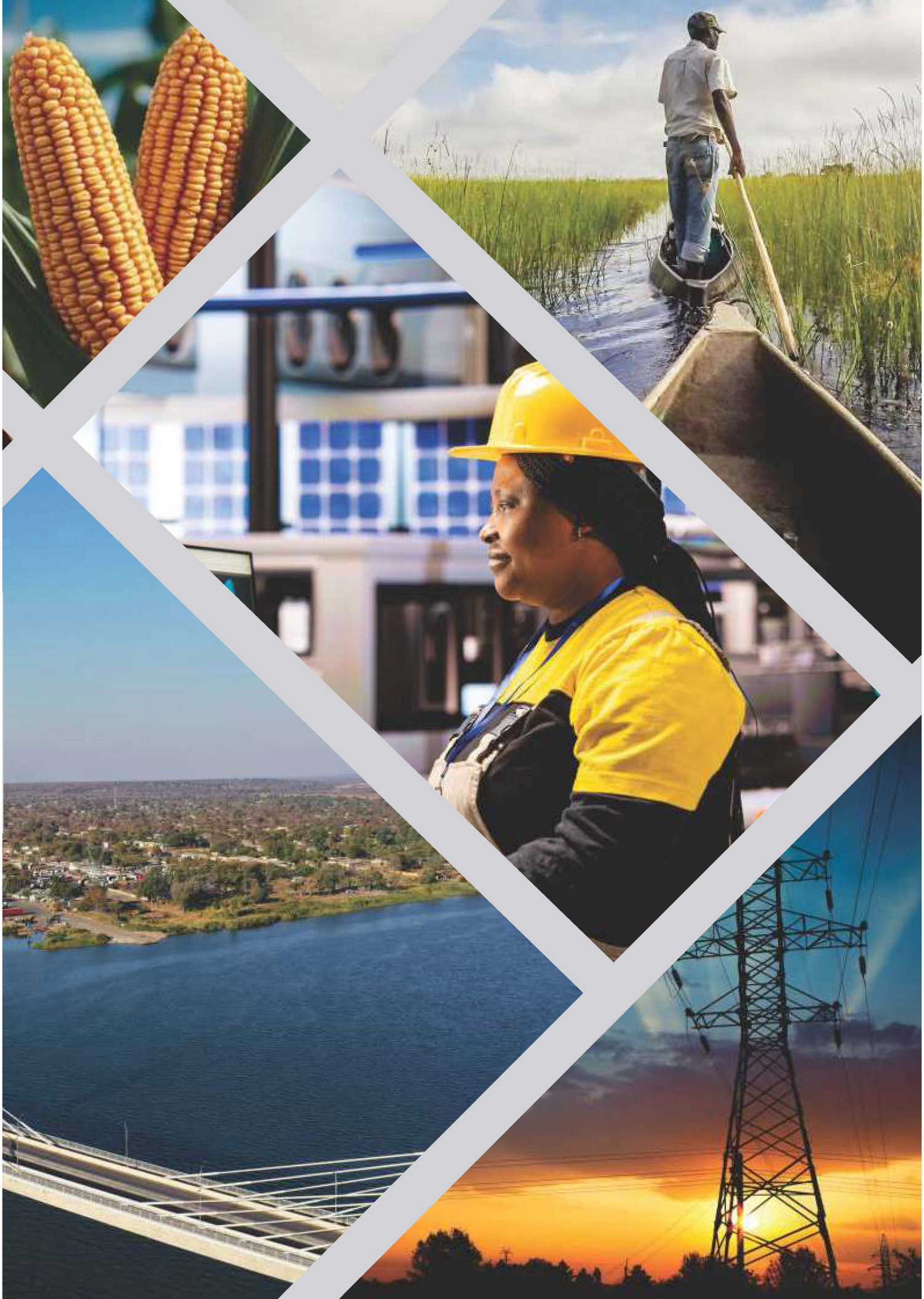
> The private sector-led model that embraces the BETP as discussed in Chapter 1 of NDP 12, will be anchored on development of a diversified and competitive private sector, oriented toward export markets and focused on activities where Botswana has a comparative advantage or can develop a strong competitive edge.



CHAPTER: 3

DIVERSIFYING THE ECONOMY FOR RESILIENCE AND GROWTH – A SECTORAL APPROACH



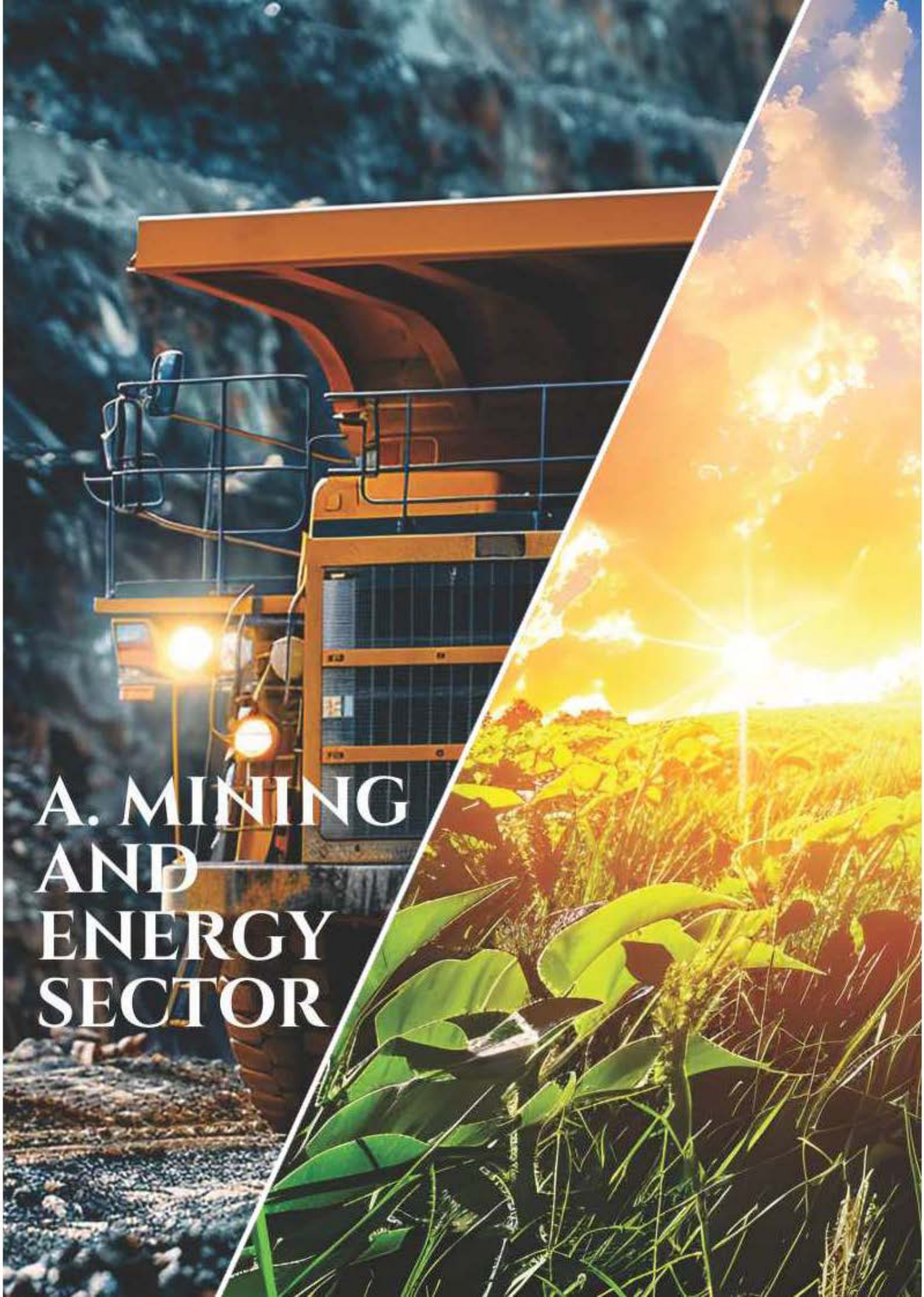


INTRODUCTION

3.1 Botswana's economy has historically been heavily dependent on revenues from the mining sector for economic growth and development, particularly diamonds, since the 1980s. While this enabled rapid development and significant improvements in living standards, it has also made the country vulnerable to fluctuations in global diamond demand and prices. As indicated earlier in Chapter 1, the Government has taken a decision to transform the country's economic growth model to one that is non-mining based and private sector-led. To this end, nine (9) sectors have been prioritized by Cabinet to foster achievement of this transformation during NDP 12. These include six (6) economic sectors; **Mining and Energy, Agriculture, Manufacturing, Tourism, Sport and Creative Arts, Infrastructure, Financial Services and Digitalisation** and three (3) **social sectors; Healthcare, Education, and Social Protection.**

3.2 **Chapters 3, 4, 5 and 6** present an overview of the prioritised sectors, highlighting their current state, major challenges, and key megatrends, opportunities, and threats. Strategies that respond to these challenges and trends are outlines for each sector. Lastly, the Chapters introduces the Result Logic for each sector, showing how, within the five-year NDP 12 timeframe and available resources, the Plan will be implemented through a prioritised, sector-based approach driven by the private sector to achieve diversified, export-led, and inclusive economic growth.





A. MINING AND ENERGY SECTOR



MINING SECTOR

The True North for the Mining Sector has been identified as being that of; ***"A diversified mining sector that is innovative with extensive value addition and employment creation"***

This will be anchored on:

- Mineral extraction and beneficiation; and,
- Value addition.

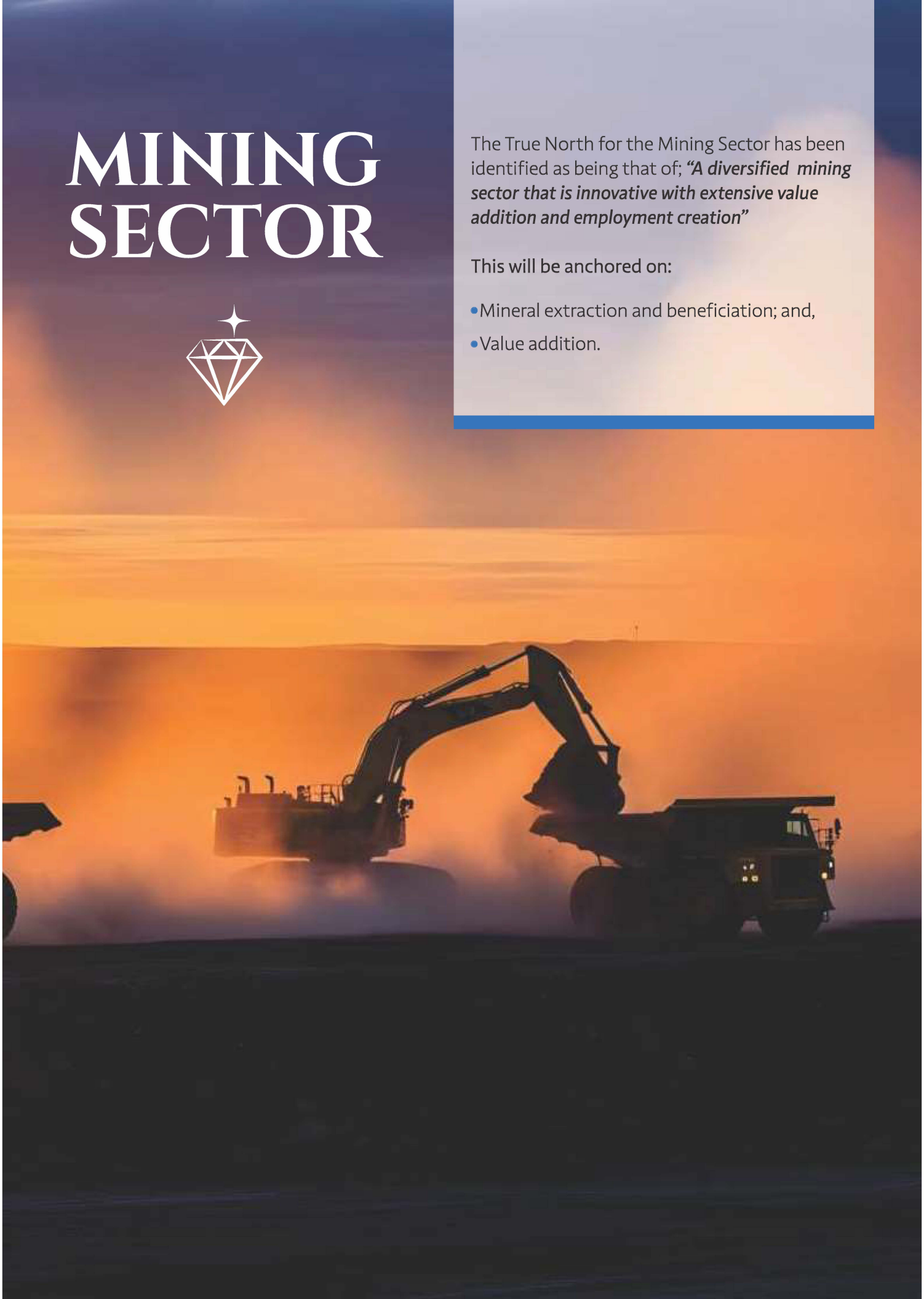
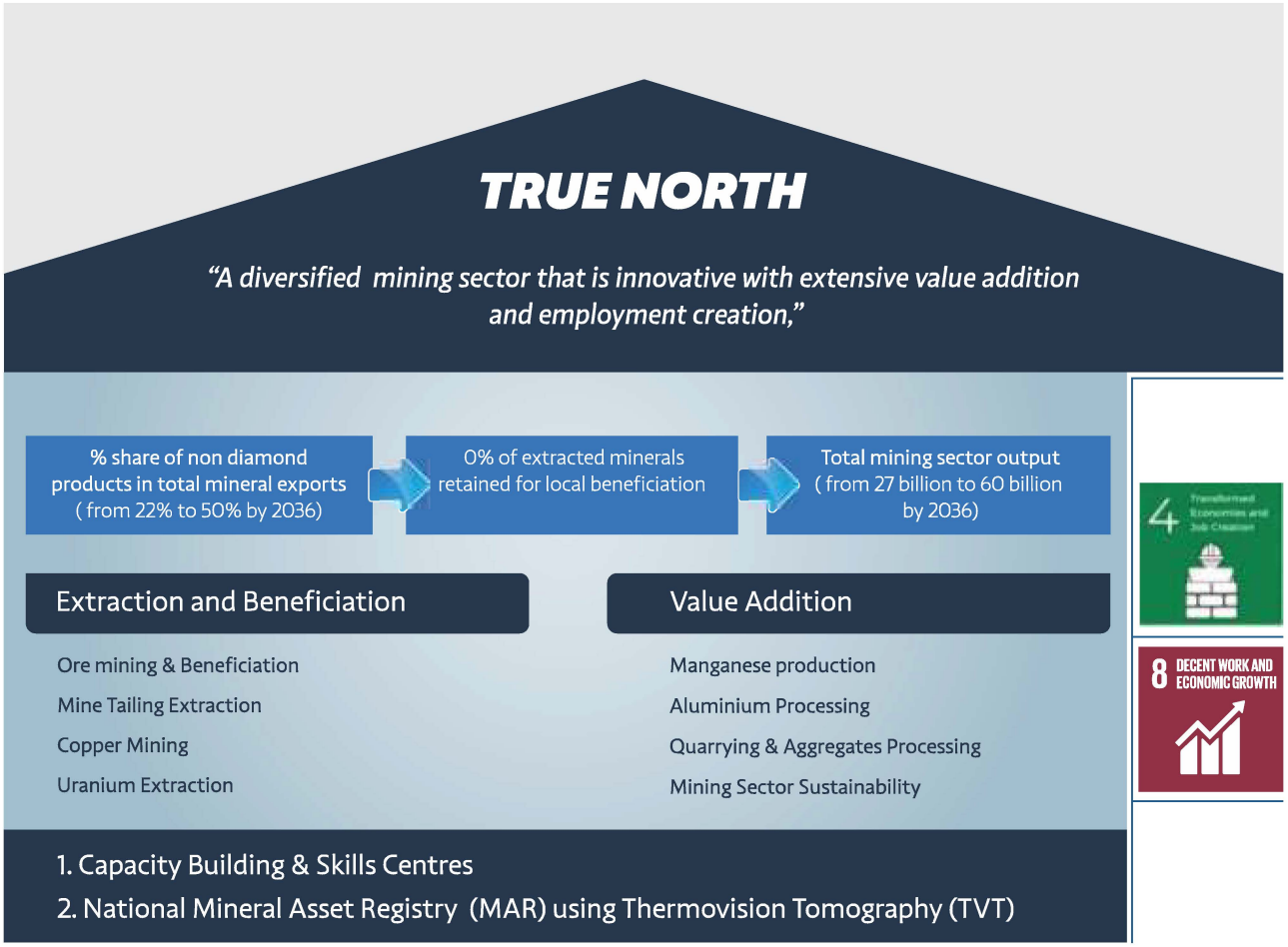


Figure 3.1: Mining Sector True North



Source: Ministry of Finance / National Planning Commission 2025

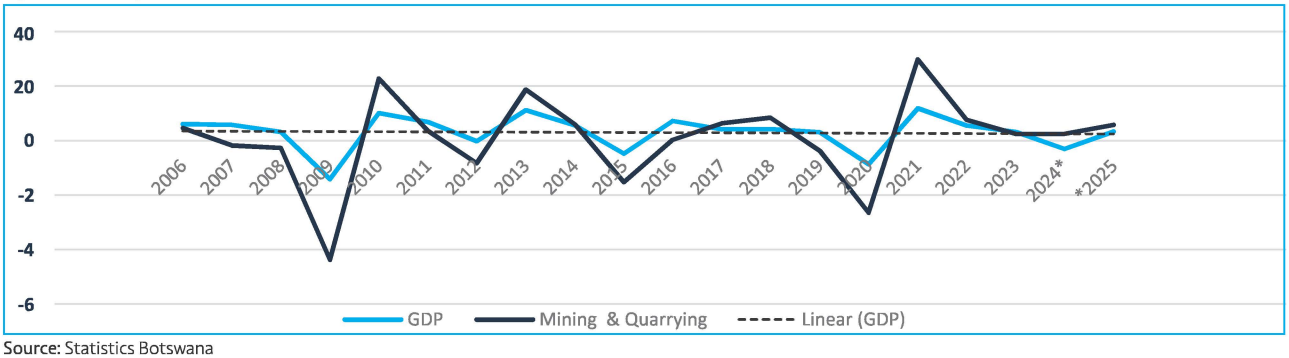
OVERVIEW

3.4 While it has historically provided the basis for economic growth, the mining sector has lately exhibited substantive volatility, underscoring both its economic importance and the strong dependence of Botswana's economy on mining. Such dependency exposes the country to the risk of market volatility and susceptibility to global economic shocks.

3.5 During the Plan period mining, which is projected to grow by 1.6 percent, is prioritised for its contribution to GDP and potential to facilitate country's participation in global value chains. Such participation is particularly for minerals such as copper due to anticipated growth in demand of the metal and its importance in the development of clean energy technologies.

3.6 Figure 3.2 shows that the contribution of the mining sector to GDP has been declining over the last 15 years emphasising the urgency for diversifying the economy. This Figure shows a decline from 28.7 percent in 2007 to 16 percent in 2023. This may be associated with some degree of diversification away from Mining.

Figure 3. 2: Mining and Overall GDP Growth Trend (2007 – 2025)



Source: Statistics Botswana

3.7 While diversification remains an important objective, increased mineral beneficiation will be emphasised to facilitate higher impact of the mining sector on growth, inclusivity, and long-term resilience. This will involve evaluating: all mineral resources (above and below ground); ownership of such minerals; and cost and income sharing, as well as industrialisation prospects.

3.8 This will also open up avenues for diversification and participation in value chains within and between sectors. For instance, as the shift towards renewable energy gains momentum, copper has emerged as a focal point for both domestic and global mining companies, mainly due to its essential use in electric vehicles, electrical wiring, and the growing demand for power grids. Participation in value chains therefore offers opportunities for; skills development/transfer, technology transfer, enterprise development, as well as job creation in a knowledge-based and export-oriented economy. Hence, it is also worth noting that significant downstream manufacturing opportunities exist in the mining sector beyond diamonds and this will change the future role of the mining sector's contribution to GDP.

MAJOR CHALLENGES

- Lengthy labour and immigration processes which impede attracting investors within the mining sector.
- Financial constraints, particularly in the early stages of exploration and the sector continues to struggle with a lack of structured financing mechanisms, which has hindered the development of new projects and the expansion of existing operations.
- Lack of skilled personnel and planned capacity to support the sector have been highlighted as significant concerns.
- The lack of citizen participation across the mining value chain remains another pressing issue.
- Part of the country is currently unexplored, which impairs potential mineral extraction, beneficiation and value chain development.
- Weak Institutional Coordination with multiple ministries and departments involved in regulating different aspects of mining, leading to overlaps.
- Aging mines that bring with them challenges of safety and increased operational costs, thus leading to reduction of mining profit margins.

MEGA TRENDS, OPPORTUNITIES

- Increased global demand for critical minerals, and rare earths besides diamonds minerals
- Advent of other minerals such as copper, nickel, manganese, rare-earth, offering an opportunity to compete globally against narrow-based suppliers of manganese and rare-earth.
- Geopolitical pressures and conflict, which affect global supply chains, and affect demand.
- Rise in availability of synthetic diamonds or lab-grown diamonds (LGD) with market share growing from three (3) percent in 2018 to twenty (20) percent 2024. This has the potential to erode demand for natural diamonds leading to falling prices and reduced revenues.
- Trade tariffs, and global uncertainty with potential to depress demand and prices for mineral commodities;
- Increase importance of ESG considerations – limiting opportunities for global funding and local beneficiation of certain mineral such as coal.

STRATEGIES FOR NDP 12

Increasing Mineral Extraction include:

3.9 Limited exploration due to the thick sand cover hinders exploration to mining. There are essentially too few exploration projects with limited positive results developing into mines. A number of actions such as national exploration and laboratory accreditation need to be undertaken as efforts should be taken to stimulate mineral extraction in the country.

Mineral Beneficiation/Value Addition

3.10 There is need to develop mineral beneficiation hubs around potential mineral deposits. These potential hubs are planned to aid in diversifying the revenue generation within the minerals sector as anchors for other sectors for value chain development. Promoting local content and skills development to increase citizen participation in mining value chains.

Improve Doing Business in Mining

3.11 Improving access to mineral information in the country through the establishment of the online web-based application systems during NDP 12 will provide a healthy business environment for investment in the sector. Further, the sector will establish a Framework to align Citizen Economic Empowerment (CEE), Special Economic Zones Area (SEZA) and Public Private Partnership (PPP).

Mineral Pipeline Development

3.12 Following an agreement with De-Beers, the Government of Botswana found it fit to establish an exploration company. Three companies were registered by MDCB namely Mineral Investment Company, Exploration Company and Project Thobohe three companies are currently at establishment and/or operationalization stage.

The mandate of the mineral exploration company is to undertake structured exploration by mobilising financial resources, re-energise and diversify mineral exploration, exploitation and beneficiation. The focus areas are from early exploration phase to prefeasibility and bankable feasibility level both in-country and internationally.

Table 3.1: The Result Logic For The Mining Sector

	Project Summary	Indicators	Assumption / Risk	Intervention
IMPACT	**ENABLING PRIVATE SECTOR-LED GROWTH**			
OUTCOME	• Increased geoscience knowledge • Improved ease of doing business • Increased FDI & DI into the sector • Increased sector activity (exploration, mining, etc) • Increased FDI & DI into the sector	• Employment in order Sector • Sector GDP • Improvement to Fraser Institute scores	Geoscience projects promote FDI and create positive feedback into GDP Changes to royalties and or fees will not deter FDI	• Promote geoscience through other projects. • Integration of services for ease of investment provision. • Promote geoscience through other projects
OUTPUT	• Geoscience data & ISO accredited lab facilities, Updated cadastre • Reduced Turnaround times for mining services • Funding / financing for exploration • SSM framework & update agency mandates(eg, BGI, MDCB) • Promotion of Mineral Potential to drive investments • Mining skills audit & increased industry professionalism	• Turnaround time of PI's • X% FDI /DI Investment into exploration	Geoscience projects will yield positive results (Sustained and continuos exploration) Data management and access resolve through projects MDCB investments result in positive returns Tax incentives realised a net benefit to the economy Geological environment will attract exploration funding	• Diversity geoscience data gathering to increase coverage and reduce risk • Establish government investment company for exploration and fast track its operationalization. • Establish stringent criteria for exploration fund activity
ACTIVITIES	• Conduct goescience studies and improve geoscience capability in the country • Conduct audit oconcessions • Conduct studies into exploration financing mechanisms • Review government agencies mandates, implement KPIs • Develop mineral marketing framework • Conduct reviews of industry skills, requirements and develop relevant training under new regulatory bodies	• Geophysical coverage as % of land mass • % increasing exploration meters drilled and other geoscience datasets • Sample processed in the country • Complaint PI's & ML's	High potential concessions will be available to BGI/Exploration Companies to explore. Laboratories only need to apply for accreditation, all physicians are in place Stringent management of the legislation around concessions will not drive way FDI, but will stop speculators	• Synergize the mandates of DoM and BGI relating to concession management. • Complete Internal review of laboratories relative to appropriate ISO standards • Review concessions
INPUT	• Funds for the completions of projects • Supporting infrastructure (road, rail, power water)	Digital infrastructure Completion of existing TNDP projects(eg. MRDEEVC strategy)	Private stakeholders Supporting government agencies (eg. SEZA) MME personal (BGI, MAD, DoM)	

Source: National Planning Commission 2026

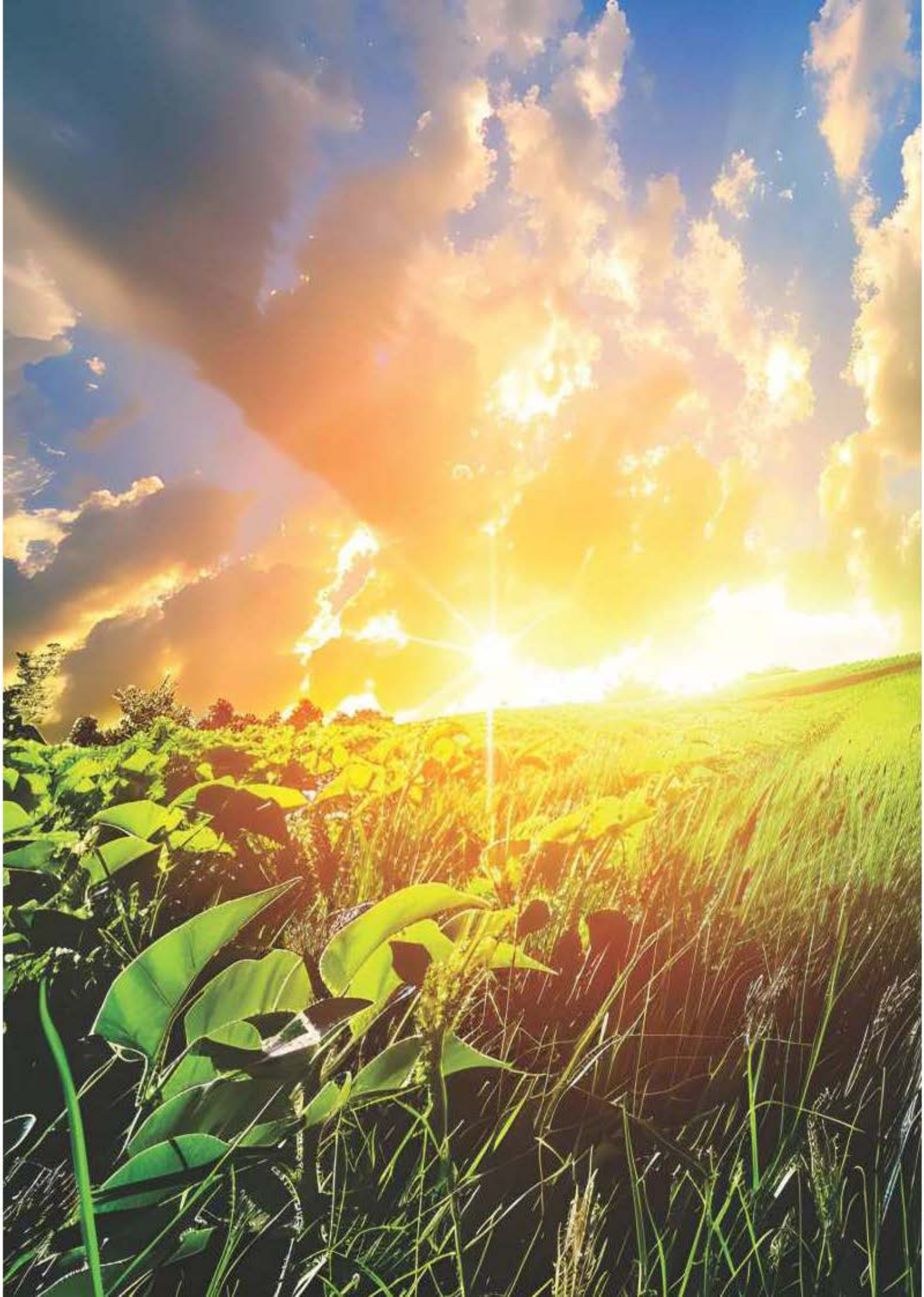
CONCLUSION

The Mining Sector re-affirms the strategic role it has in Botswana's economy, while emphasizing a shift toward greater value addition, diversification, and sustainability. The Plan prioritises downstream processing, exploration of new minerals and stronger linkages with other sectors to maximise economic benefits. Through these efforts, the sector will continue to generate revenue, create jobs and support transition to a more diversifies and resilient economy.



While diversification remains an important objective, increased mineral beneficiation will be emphasised to facilitate higher impact of the mining sector on growth, inclusivity, and long-term resilience.





ENERGY SECTOR

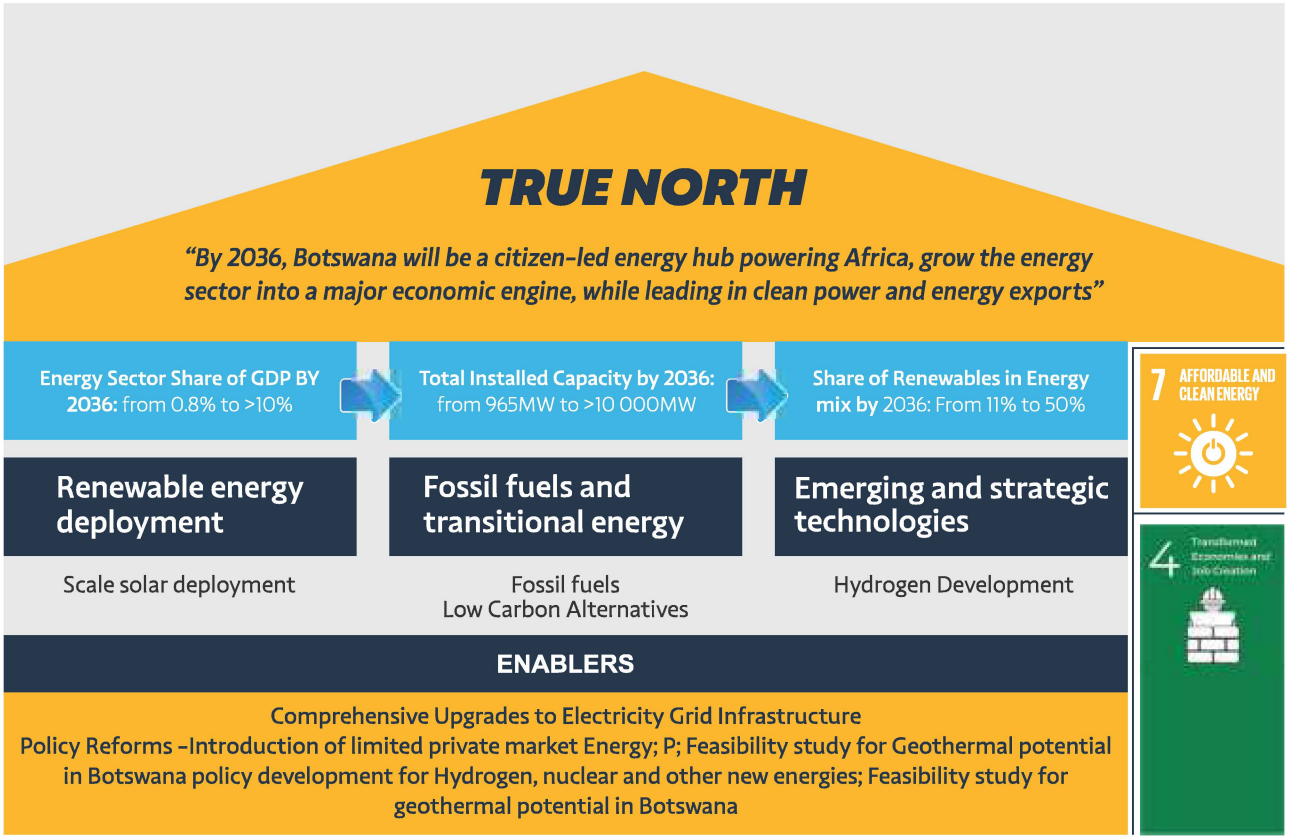


The True North for the Energy sub-sector is:
"By 2036, Botswana will be a citizen-led energy hub powering Africa, grow the energy sector into a major economic engine, while leading in clean power and energy exports"

This will be achieved through:

- Renewable energy deployment
- Fossil fuels and transitional energy
- Emerging and strategic technologies

Figure 3.3. Energy Sector True North



OVERVIEW

3.14 During the immediate past plan periods, the development of Botswana's energy sector continued to be guided by the Energy Policy which was approved and adopted by the Government in April 2021. The Energy Policy seeks to facilitate provision of affordable, reliable, sustainable and adequate supplies of energy, as well as improving access and efficient use of the energy resources. During the plan periods, the issues of climate change and the need for their management and mitigation escalated influencing increased global market sensitivity. This has since brought a new challenge to doing business for other key sectors of the economy and with energy being the main economic driver; has been largely affected. Energy sectors across the world have been identified to account more for climate change other than any other economic sectors with Botswana being no exception. However, some notable success during the NDP 11 and the subsequent Transitional National Development Plans (TNDPs) have been recorded despite the perpetual challenge of attaining self-sufficiency in power generation and supply due to amongst others; the challenges experienced with full operation of the 600MW Morupule B.

3. 15 For NDP 12, the energy sector has identified increased use of renewable energy technologies and electricity exports as a new vibrant economic growth opportunity. Botswana is poised to take advantage of the existing large electricity generation and supply gap together with its strategic geographical position within the Southern African Power Pool (SAPP) market and beyond. Increase in energy demand both locally and regionally has become another new challenge and a risk to ensuring good economic growth and hence. There is a need for increasing involvement of the private sector both from within and abroad, which can boast investment capital.

3.16 Therefore, the use of Independent Power Producers (IPPs) for power generation as well as deployment of the PPP will be more pronounced during National NDP 12. This will help achieve the much-needed infrastructure development and funding relief, sparing the Government an opportunity to prioritize funding for high social priority programmes. Integrated energy planning will also continue to be of critical importance especially with increased energy demand and use of different energy resources including a sizeable amount of renewable energy technology and resources. This new approach is appropriate and aligned to the country's National Energy Policy (NEP) which puts forward policy aspirations of economic development, equitable provision of energy services and environmental responsibility.

MAJOR CHALLENGES

- The absence of a carbon market and pricing framework has deprived the local private sector access to carbon financing to make projects financially feasible.

- Poor economic efficiency including non-cost reflective electricity tariffs and petroleum prices, continue to burden Government. In addition, the unpredictability in the tariff and price adjustments decision-making process continues to disrupt economic business planning.

- Currently the petroleum industry market structure, particularly segmentation of participants across the value chain is not optimal to ensure the Security of Supply of Petroleum Products, increase private sector and citizen participation in a fair and competitive manner.

- Currently, the energy security, with only supply from local electricity generation at 65 percent is compromised with power imports at exorbitant tariff rates. In addition, the current 15 days of strategic stock cover against the preferred 90 days for petroleum products poses a risk to the security of supply in cases of major fuel supply disruptions.

- With the anticipated injection of over 500MW of renewables, there is a risk of destabilising the existing grid due to absence of renewable energy integration equipment and the smart grid system. Further, the transmission infrastructure, including interconnectors at strategic points, will be required to support the planned export of electricity to the region.

- Un-diversified sources of supply to reduce reliance on South Africa for both petroleum products and electricity supplies.

- Lack of coordination between different government ministries and departments to ensure a single delivery point and improve accessibility for remote areas.

- Vandalism of electricity distribution infrastructure has negatively impacted the utility operations as well disrupting electricity supply to customers.

MEGA TRENDS, OPPORTUNITIES AND THREATS

MEGA TRENDS AND OPPORTUNITIES

- Botswana is amongst countries which have a high solar irradiation in the region with 3,200 hours of sunshine annually, at about 6 hours daily. This positions Botswana as a competitive destination for renewable energy projects.

- Globally there is a decline in cost of renewable energy technologies and battery energy storage systems enhancing the economic and financial viability of renewable energy projects.

- Major financial institutions have developed green financing products to encourage the decarbonisation of energy supply value chains

- There is a potential for creation of new markets and non-traditional revenue streams due to decarbonisation of industries, with carbon credits/ renewable energy certificates being tradable commodities.

- Liberalization and increased participation of the private sector in the energy sector while introducing competition in the electricity supply industry value chain, through the unbundling and corporatization of Botswana Power Corporation generations assets is eminent.

- Another opportunity exists for earning foreign income from export of electricity to meet the supply deficit of (8GW) in the region. There is also an opportunity to invest in oil refining due to closure of regional refineries, especially in the Republic of South Africa.

- There is ongoing pressure from environmental sustainability groups which compels industries to decarbonize their values chains and supply carbon free products. This will lead to the development of new industries

THREATS

- There is a potential risk of the country being stranded with power generated due to non-availability of markets and inadequate infrastructure.
- Inability to attract financing or high cost of financing for implementation of fossil-based projects.

- Fragmented supply sources and routes have a negative impact on economics and financial viability of petroleum products supply pipelines.

STRATEGIES FOR NDP 12

3.17 Electricity and Petroleum energy sub sectors continue to be the key energy carriers that support the economy of Botswana. Therefore, Botswana has set herself ambitious energy security and access targets with economic diversification being of the highest priority having relied predominantly on diamond mining amongst others.

For NDP 12, the Energy sector has identified increased use of renewable energy technologies and electricity exports as a new vibrant economic growth opportunity. The sector has two (2) portfolios being Electricity and Petroleum hence the below specific subsector strategies:

A. ELECTRICITY SUB-SECTOR

3.18 Generation of adequate electricity to become a net exporter and hence eliminate reliance on power imports remains paramount to development and sustenance of our economy.

Electricity Supply Security

3.19 During NDP 12, Botswana aspires to becoming a Regional Energy Hub through building an electricity generation capacity to meet both local and regional demand. Currently, local power demand stands at 700MW and expected to grow to 1200MW, whilst there is existing 8GW demand in the SADC Region. Opportunities to stimulate private sector participation in manufacturing of Photovoltaic equipment, systems and associated components will open up more job opportunities. To facilitate for this Botswana will intensify securing regional market to unlock trade opportunities. In order to address the prevailing power deficit, the revised Integrated Resource Plan (IRP, 2025) and BETP Labs have identified both conventional and renewable electricity generation projects. Further, there will be development of more cross border interconnectors to complement energy supply security as a contingency in the event local generation is compromised to enable both importation and exportation of power.

Conventional Electricity Generation

3.20 In order to address the country's base load requirements and the projected national demand, conventional electricity generation will be pursued through the ongoing remediation of Morupule B (600MW) and development of an additional 1375 MW by coal fired power plants. Further, the possibility of extending the design life of both Morupule A and B power plants will be explored in order to assist address national baseload requirements.

Renewable Electricity Generation

3.21 In an effort to mitigate carbon emissions and the attainment of a low carbon economy, the IRP together with BETP have also targeted 50 percent renewable energy contribution by the year 2030. These will primarily entail use of solar, wind and any other renewable technologies. The planned RE contribution is 1938 MW.

Electricity Transmission

3.22 Reliable electricity transmission infrastructure with adequate capacity is required to supply power across the country, importing power when the local generation is unable to meet demand and to evacuate and export the anticipated excess power to the region. The suggested interventions are the Northwest Transmission Grid Connection (NWTGC) Phase 2, Zimbabwe, Zambia, Botswana and Namibia (ZIZABONA) and Botswana South Africa (BOSA) interconnectors.

Transmission

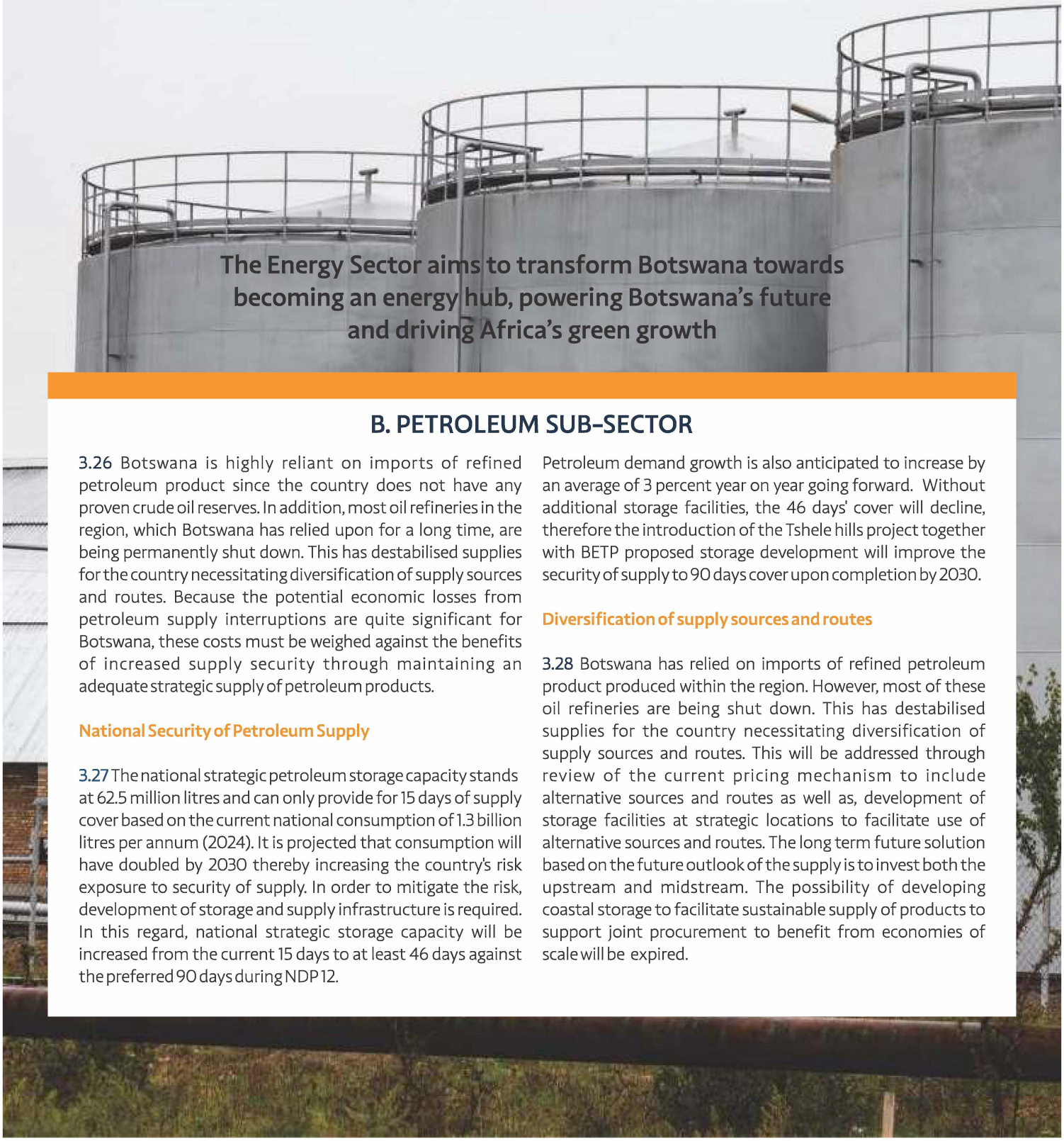
3.23 An improved transmission infrastructure to deliver electricity reliably to all customers in a safe and environmentally sensitive manner is a key attribute to economic growth and its sustenance. Currently, the electricity transmission and distribution infrastructure is susceptible to constraints owing to increasing demand, aging and obsolete equipment. Furthermore, there is limited grid network coverage across the country which has necessitated the construction of transmission backbone infrastructure in the north western region of the country. The main strategies, for NDP 12 will include refurbishment and upgrading of existing infrastructure to enable seamless integration and transition to smart grid system.

Distribution (Rural Electrification and Network Extension)

3.24 In order to attain universal access to electricity by year 2030, Rural Electrification and Network Extension initiative will be continued during NDP 12. Currently, village electrification rate is at 83 percent while household access is at 76 percent (2025). The National Electricity Connection Cost which was revised to zero connection cost during TNDP, will be continued in order to accelerate household connections mainly through renewable energy off-grids solutions. The project implementation structures for delivering universal access will be improved to achieve 100 percent access to electricity by 2030.

Unbundling of Botswana Power Corporation

3.25 Currently, the Botswana Power Corporation dominates the electricity value chain, calling for liberalization of the electricity market to enable participation by the private sector. Liberalization stands to contribute significantly to the country's export ambitions through Independent Power Producers (IPPs). Liberalization also stands to attract foreign Direct investment into the energy infrastructure. Due to aging, the performance of the electricity grid is limited. More investment will be required to ensure an improved, reliable and efficient export ready grid.



The Energy Sector aims to transform Botswana towards becoming an energy hub, powering Botswana's future and driving Africa's green growth

B. PETROLEUM SUB-SECTOR

3.26 Botswana is highly reliant on imports of refined petroleum product since the country does not have any proven crude oil reserves. In addition, most oil refineries in the region, which Botswana has relied upon for a long time, are being permanently shut down. This has destabilised supplies for the country necessitating diversification of supply sources and routes. Because the potential economic losses from petroleum supply interruptions are quite significant for Botswana, these costs must be weighed against the benefits of increased supply security through maintaining an adequate strategic supply of petroleum products.

National Security of Petroleum Supply

3.27 The national strategic petroleum storage capacity stands at 62.5 million litres and can only provide for 15 days of supply cover based on the current national consumption of 1.3 billion litres per annum (2024). It is projected that consumption will have doubled by 2030 thereby increasing the country's risk exposure to security of supply. In order to mitigate the risk, development of storage and supply infrastructure is required. In this regard, national strategic storage capacity will be increased from the current 15 days to at least 46 days against the preferred 90 days during NDP 12.

Petroleum demand growth is also anticipated to increase by an average of 3 percent year on year going forward. Without additional storage facilities, the 46 days' cover will decline, therefore the introduction of the Tshele hills project together with BETP proposed storage development will improve the security of supply to 90 days cover upon completion by 2030.

Diversification of supply sources and routes

3.28 Botswana has relied on imports of refined petroleum product produced within the region. However, most of these oil refineries are being shut down. This has destabilised supplies for the country necessitating diversification of supply sources and routes. This will be addressed through review of the current pricing mechanism to include alternative sources and routes as well as, development of storage facilities at strategic locations to facilitate use of alternative sources and routes. The long term future solution based on the future outlook of the supply is to invest both the upstream and midstream. The possibility of developing coastal storage to facilitate sustainable supply of products to support joint procurement to benefit from economies of scale will be expired.

Table 3.2: The Result Logic For The Energy Sector

Case For Change	Input	Activities	Strategic Clusters	Impact
Power Deficit locally and in the Region Botswana must urgently scale generation to meet needs-driven by economic growth, industrialisation andeconomic diversificationn **Electricity Generation highly dependent on Coal Resource** Over-reliance on coal exposes Botswana to supply, environmental, and market risks **Aging, obsolete, and inadequate Grid infrastructure** Upgrading transmission and Distribution systems are critical for reliability, industrial growth, and regional energy trade **Lower contribution to GDP and job creation by Energy Sector** Expanding the energy sector can unlock billions in investment and generate large-scale employment across the value chain **State Owned Entities and Multinational companies dominating market** Botswana has a portfolio of energy projects that can be deployed immediately, offering rapid impact on generation capacity, job creation, and investment flows **To become a Regional Energy Hub** Botswana's abundant resources, industrial capabilities, and strategic location can position it as a continental energy powerhouse	-Local generation capacity (coal, solar, wind) -Transmission & distribution infrastructure -Regional market access -Foreign Direct Investment Citizen participation -Climate finance -Technology transfer -Technology -Financial Investment -Regional connectivity (cross-border lines) -Investment capital -Skills development -Local industry participation -Bankable project pipeline Regulatory approval -Regional cooperation -Policy alignment -Strategic partnerships	1 -Develop new renewable plants. Strengthen interconnections with SAPP -Enhance licensing framework for IPPs 2 -License IPPs without exclusive BPC PPAs -Develop wheeling frameworks Incentivise renewables (solar, wind, biomass) -Policy reforms for energy mix 3 -Upgrade grid & substations -Deploy smart grids, digital metering, storage solutions -Strengthen regional interconnections 4 -Establish PPPs -Incentivise local content Develop renewable energy training centres -Support SMEs in energy value chain 5 -Fast-track feasibility studies -Package and market ready-to-invest renewable/IPP -Projects Mobilise climate finance 6 -Position Botswana as a net exporter -Active participation in SAPP Explore various export corridors	**Governance, Policy & Regulation** **Lead actors**: BERA, Ministry of Minerals & Energy, Government Ministries & Agencies **Focus: Strengthen** policy frameworks, licensing, reforms (IPP participation, wheeling, energy mix). **Generation & Supply** **Lead actors:** BPC, IPPs, Local Manufacturing Firms **Focus:** Develop renewable plants (solar, wind, biomass), optimize coal transition, ensure domestic energy security. **Transmission, Distribution & Grid Modernisation** **Lead actors:** BPC, IT providers, regional partners (SAPP) **Focus:** Upgrade substations, expand cross-border lines, deploy smart grids and storage, reduce losses. **Finance, Investment & Partnerships** **Lead actors:** Banks, investors, development partners, private sector **Focus:** Mobilise FDI, climate finance, PPPs, incentivise renewables, local content, and SME participation. **Skills, Technology & Innovation** **Lead actors**: Universities, training centres, local industry **Focus:** Establish renewable energy training hubs, promote technology transfer, build local capacity for manufacturing and maintenance. **Regional Integration & Market Expansion** **Lead actors:** SAPP, regional governments, BPC **Focus:** Strengthen interconnections, align policies, explore export corridors, position Botswana as regional hub.	**Energy Security & Reliability** Achieve **Clean Energy Transition** Accelerate **Economic Growth & Job Creation** Increase **Regional Competitiveness & Trade** Increase **Inclusive & Sustainable Development** Accelerate Mining and Energy True North By 2036, Botswana will be a citizen-led clean energy hub powering Africa – securing national energy independence, unlocking billions in green investment, creating tens of thousands of jobs, and positioning the country as a continental leader in sustainable power and energy exports.

Source: Ministry of Finance / National Planning Commission 2025

CONCLUSION

3.29 The Energy sector has made significant strides during both NDP 11 and TNDP, with increased access to electricity, a rise in the Independent Power Producers, incorporation of renewable energy, and reforms that have laid the foundation for a more competitive and sustainable market. In addition, despite current legal restrictions, the petroleum subsector has shown increasing public involvement. However, challenges remain — including security of supply risks, inadequate strategic petroleum reserves, reliance on imports, non-cost reflective tariffs, and the need for grid modernization to accommodate large-scale renewable energy integration. Addressing these issues is critical to building resilience and ensuring sustainable economic growth. NDP 12 presents a unique opportunity for Botswana to position itself as a regional energy hub by scaling up generation to meet both domestic demand and the regional power deficit, while achieving a 50 percent renewable energy mix by 2030. This requires strengthening transmission and distribution systems, diversifying petroleum supply routes, expanding strategic reserves, and accelerating policy and regulatory reforms for this transformation to be achieved. It is possible for the energy industry to act as a catalyst for industrialisation, employment creation while promoting citizen and private participation. This also provide an opportunity for accessing green financing opportunities by utilising Botswana' inherent solar advantage. In addition to ensuring its own energy security, Botswana will make a significant contribution to regional stability, sustainability, and economic competitiveness by adopting the strategies in NDP 12.

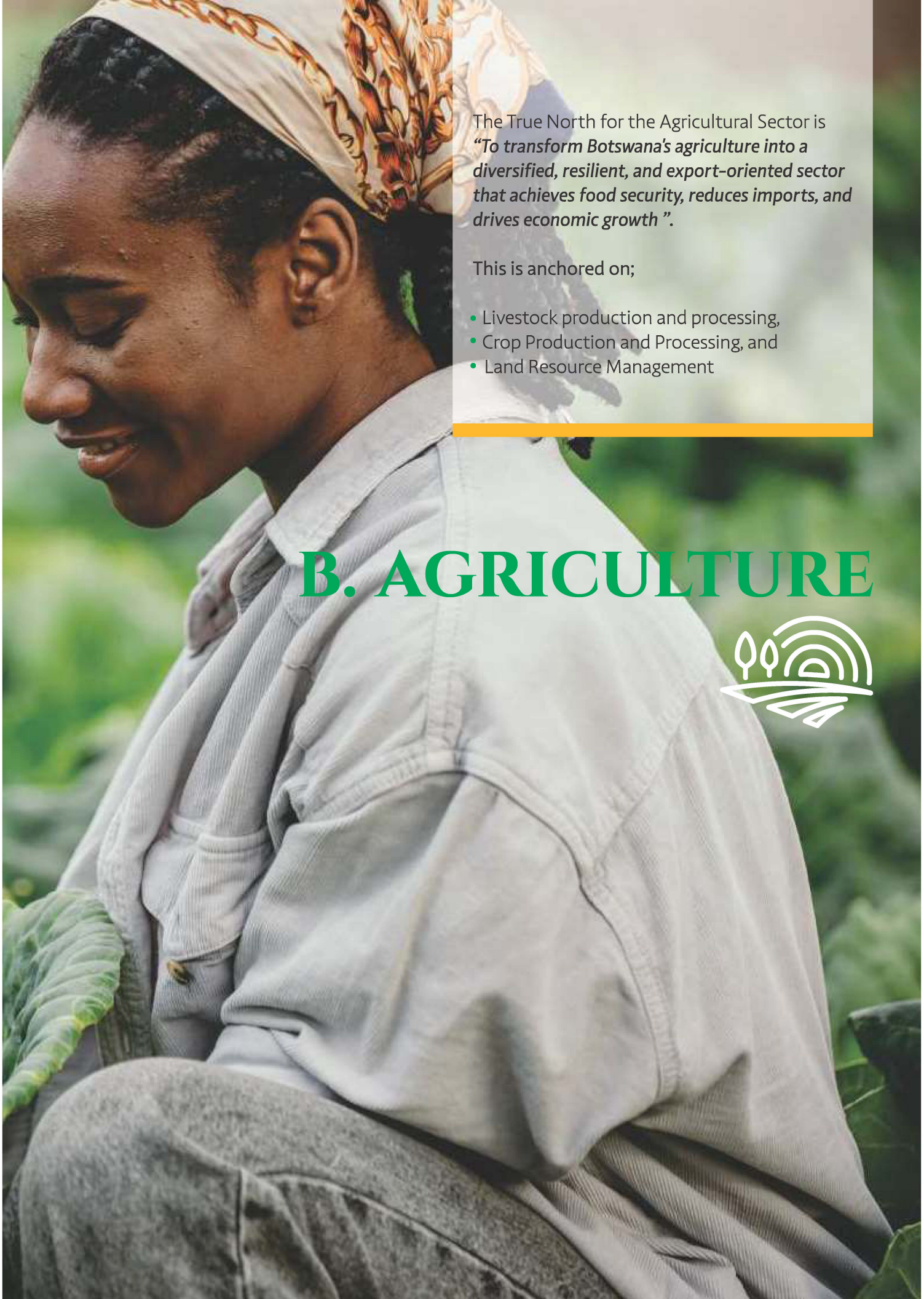




The energy sector has made significant strides during both NDP11 and TNDP, with increased access to electricity, a rise in the Independent Power Producers, incorporation of renewable energy, and reforms that have laid the foundation for a more competitive and sustainable market.







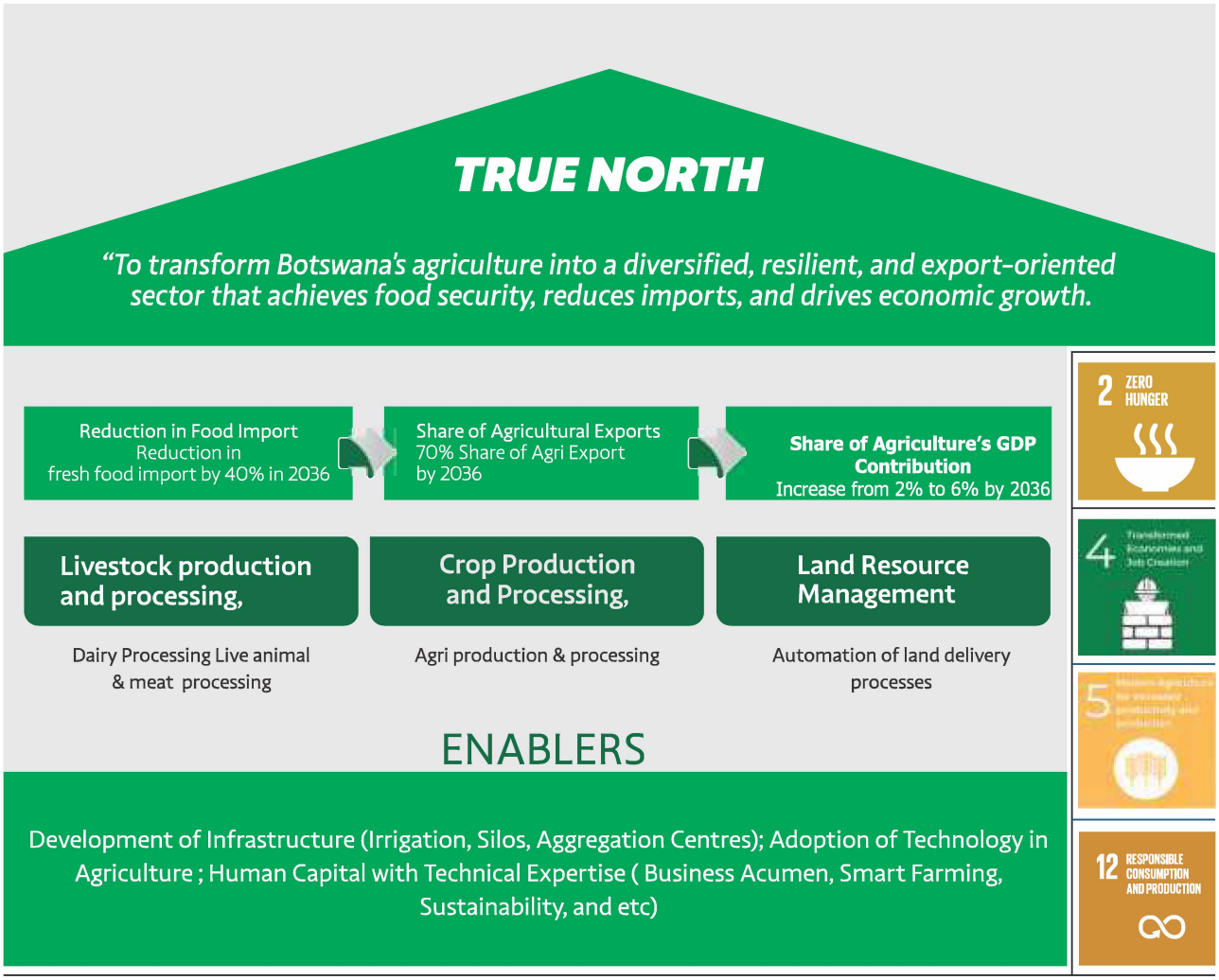
The True North for the Agricultural Sector is ***"To transform Botswana's agriculture into a diversified, resilient, and export-oriented sector that achieves food security, reduces imports, and drives economic growth ".***

This is anchored on;

- Livestock production and processing,
- Crop Production and Processing, and
- Land Resource Management

B. AGRICULTURE

Figure 3. 4: House Chart For The Agricultural Sector



Source: BETP, 2025

OVERVIEW

3.31 The Agricultural Sector aims "To transform Botswana's agriculture into a diversified, resilient, and export-oriented sector that achieves food security, reduces imports, and drives economic growth". This transformation is underpinned by a three-set thinking approach which comprises: change management; the targeted five million cattle herd count; and achieving annual 6 to 10 percent sector's contribution to GDP.

3.32 The three-set thinking process summarises what has to happen, how it is to happen as well as the expected outcomes out of an integrated application of interdependencies between and among government ministries and the enabling stakeholders (both internal and external).

3.33 The three-set thinking perspectives are as follows:

A. Change Management: In this context, staff, stakeholders and the public must understand and own the transformation in terms of:
(I) What is intended to be achieved; and

(ii) How it is proposed to enable stakeholders to effectively participate in delivering what is intended to be achieved through:
- Monitoring, Evaluation, Accountability & Learning (MEAL);
- De-risking the enterprise (Enterprise Risk Management ERM) and
- What the role of government is going to be in respect of i and ii above.

B. Increasing the cattle herd from 1.7 million to 5 million which entails:

- Education around collaboration e.g., A-Di-Tsale
- Multiplication science that include;

(I) Application of Assisted Reproductive Technologies (ARTs) e.g., Artificial Insemination

(ii) Increase of fertility and reduction of mortality, and prevention of contagious abortion

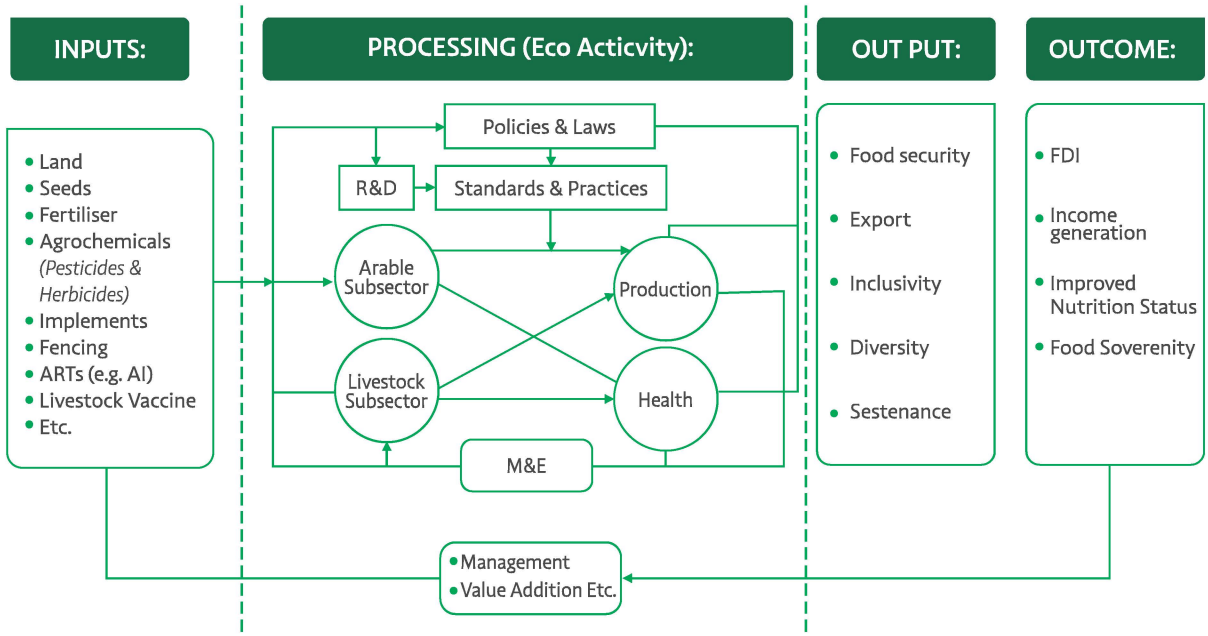
- Animal nutrition and optimized management of rangelands.

C. Seeking three (3) types of return towards achieving annual 6 to 10 percent contribution to the GDP as follows:

- Social (National security (borders, food & nutrition, land, etc.) as well as environment (greening skills & industries, bio-based secular economy)
- Economic; and
- Financial (commerce, enterprise)

3.34 The system approach supports the three set thinking perspectives. The system approach recognizes the agriculture sector focusing on the integrated development across all the value chain, **(Figure 3.7)**. Through improved access to quality inputs, reliable infrastructure, efficient processing, and stronger market linkages will be critical for unlocking value, reducing inefficiencies, and driving sustainable growth in Botswana's agriculture sector.

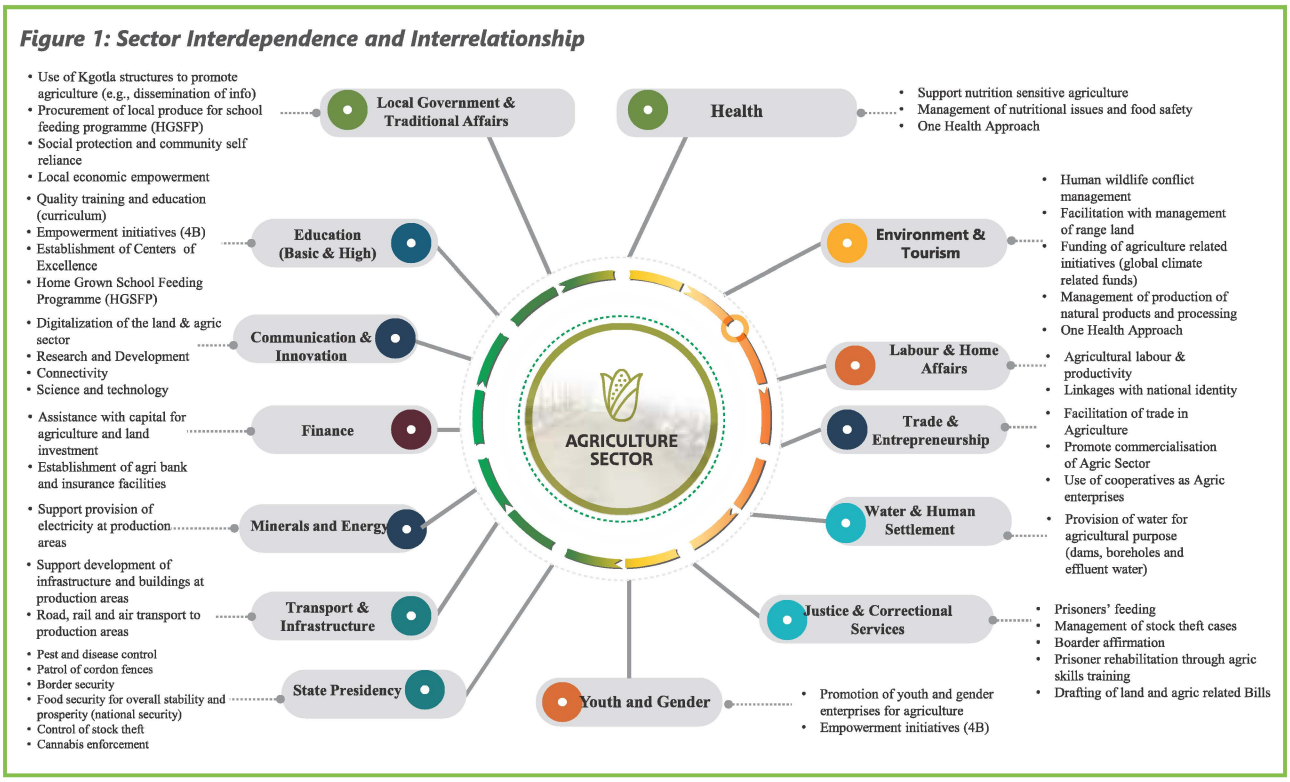
Figure 3.5: Systems Approach (Interdependencies)



3.35 The Agricultural Sector is highly interrelated to other sectors, and requires their active collaboration in driving transformation and food security. Main stakeholders on key cross cutting areas (interdependencies), are as shown in **Figure 3.8.**



Figure 3. 6 : Stakeholder Interdependencies

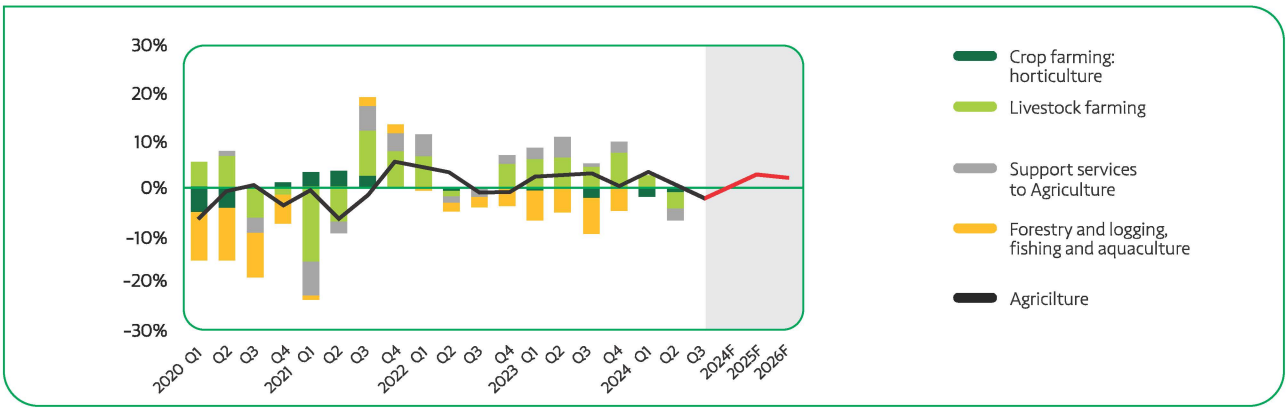


3. 36 Agriculture is considered a key and priority sector during the NDP 12 period because of its strong backward and forward linkages with the rest of the economy. Besides anchoring food security, the Agricultural Sector has huge potential to create job opportunities, sustain livelihoods, and contribute to GDP growth. In 2023, for instance, its share of GDP was 1.7 percent, while its contribution to GDP growth was 0.03 percent (out of 3.2 percent total growth).

3.37 The agriculture, forestry and fishing industries recorded a 3.4 percent decline in real value added during the first quarter of 2025, contrasting with a 3.1 percent growth registered in the corresponding quarter of 2024. The downturn was primarily driven by contractions in the arable and livestock farming sub-industries, which declined by 1.7 percent and 4.9 percent, respectively. The drop-in livestock farming was largely due to reduced cattle marketing during the review period. Notably, cattle sales to the Botswana Meat Commission (BMC) decreased by 20.0 percent, on account of multiple factors the main one being the issue of cattle pricing structure.

3.38 Figure 3.9 shows that agriculture is projected to maintain strong growth, averaging 4.8 percent over the NDP 12 period. This is as a result of a shift in government policy aimed at addressing the relatively weak performance of the sector over the past decade.

Figure 3.7: Agricultural Performance In Percent (2020 - 2026)



Source: Statistics Botswana, Ministry of Finance (Projections), 2024

MAJOR CHALLENGES

- **Botswana is semi-arid with low rainfall –** defined by a trend of low and unpredictable precipitation.

- **Climate Change Extremes –** 6/10 years in the last decade were declared drought years, with two consecutive years 2022/23 to 2023/24 classified and experienced severe to extreme drought conditions.

- **Productivity:** The Agricultural sector generally faces productivity issues limiting its expansion. Farmers face challenges in achieving the target yield of one (1) ton per hectare for cereals and pulses, particularly subsistence farmers who account for about 80 percent of the total planted area. The livestock sector continues to underperform against key benchmarks. National calving rates remain low at 56.7 percent, significantly below the 80 percent target; the offtake rate stands at 18 percent, falling short of the 22 percent target; while mortality rates performed better with an average of 6.3 percent against 10 percent target.

- **Land Degradation:** Productive agricultural land is declining because of bush encroachment due to native and non-native woody trees and shrubs which displace grass species thus affecting grazing areas and arable land. The increasing phenomenon of soil gullies is also a concern as a total area of 91 000km2 (15 percent of the total area) is degraded (UNCCD 2022 report). Invasive alien plant species, such as Prosopis, Salvinia molesta, Cenchrus biflorus and Eichhornia crassipes, continue to contribute to biodiversity loss, degradation of terrestrial and aquatic ecosystems.

- **Market Access:** Botswana's agricultural sector faces varying market access challenges across subsectors. Farmers are constrained by limited internal and external market access due to poor transport and marketing infrastructure, logistical challenges, unorganized supply chains, leading to reliance on imports etc.

- **Lack of Digitalisation:** Inadequate ICT infrastructure to and from production areas and low digital literacy restrict the adoption of technology-driven farming.

- **Outdated policies and regulation:** e.g., Botswana National Agricultural Policy (1991); Tribal Grazing Land Policy (1975), Importation of Bees Chapter 49:02 (1910).

- **Infrastructure:** Inadequate infrastructure (road, communication, electricity and water) to production areas.

- **Pest and Disease Outbreaks:** The sector is adversely affected by frequent outbreaks of pests and diseases of economic importance including FMD, Quelea, Locust, Fall armyworm and fruit-fly outbreaks.

- **Resource Constraints:** The agricultural sector faces critical resource constraints that limit its productivity and attainment of inclusive growth. These include inadequate personnel especially regarding extension services, shortages of specialized skills, insufficient budgets, obsolete equipment and vehicles and aged/dilapidated infrastructure.

- **Agricultural Financing and Insurance:** The current system of financing crop and livestock development in Botswana has yielded limited returns, inefficiencies and weak monitoring.

MEGA TRENDS, OPPORTUNITIES AND THREATS

MEGA TRENDS AND OPPORTUNITIES

- Market demand for land for investment
- Market demand for agricultural produce: introducing high-value cash crops into markets to attract investment
- Agro-processing: investment in processing of crops and livestock to add value, create jobs and increase competitiveness
- Local, Regional and International partnerships: leveraging on strategic partnerships to advance agriculture e.g. AfCFTA, SACU
- Technological advancement: use of Artificial Intelligence, Drones, ICT, Business Intelligence to increase production and productivity
- Research and Development to develop new and climate resilient plant varieties and livestock breeds
- Agricultural financing and insurance

THREATS

- Climate change: unpredictable weather patterns reduce yields and livestock survival.
- Declining livestock population: driven by regular droughts, diseases outbreaks, low fertility rates, stock theft etc.
- Volatile markets: supply, demand, and stability of skilled labour are unpredictable and constantly changing.
- Aging farming population: lack of farmer succession
- Global geo-political instability
- Corruption/malpractice
- Economic and existential threats: human starvation, cash deficit, etc.
- High production costs: rising costs of input (fertiliser, seeds, animal feed, fuel).
- Loss of market access on account of failure to comply with global standards (EU deforestation regulation – effective 01.01.2026).

STRATEGIES FOR NDP 12

Promote Commercialization and Diversification of the Agricultural Sector: As part of the diversification agenda, the sector has prioritized the development and export of dairy production, livestock production, crop production, horticulture produce, apiculture and aquaculture production, fodder production, and high-value commodities, including cannabis, cotton, safflower, moringa, and other niche commodities.

Vaccine Production: The BVI strives to drive operational efficiency through improved plant availability and regulatory compliance in order to increase production capacity and diversification of vaccines. This will enable BVI to transform into a multinational company.

Establishment of Centres of Excellence: marks a strategic initiative to enhance capacity in provision of services, technical, technological and business domains in agriculture across the country. These centres will serve as hubs for training, mentorship, and practical demonstrations aimed at empowering stakeholders across the agricultural value chain.

Promote Value Chain and Agro Industry Development: Private sector-led investments have been identified to drive the value addition and agro-processing agenda in the sector.

Establishment of the Agricultural Bank and Insurance Facility: To establish an Agricultural Bank and Insurance facility that will provide structured, transparent, and market-oriented financial solutions. The proposed entity will offer insured loans, crop and livestock insurance, drought relief support, flexible repayment arrangements, and a credit life insurance programme to protect farmers from unforeseen shocks.

Promote employment and decent work in the agriculture sector. Facilitate the implementation of policies that support inclusivity, workplace safety and enforce labour related policies

Improve access to Markets and Quality standards

- Establishment of policies and governance structures that would facilitate adoption of international quality standards such as Good Agricultural Practice (GAP) and Farm Assurance Schemes.

- Facilitate the private sector with access protocols on the identified markets.

Compliance to Standards: development of technical regulations for the implementation of agricultural products and commodities standards.

Promote Digitalization in the Agriculture Sector: This includes;

- Investment in enabling technologies and data management to achieve full automation of the land delivery dispensation

- ICT infrastructure upgrade, improving digital literacy and skills among farmers, creating supportive policy frameworks for data governance.

- Automation of processes and provision of services online.

- Digitization of data

- **Development and maintenance of appropriate infrastructure to enhance productivity –** To boost agricultural productivity, strategic investments will be made in essential infrastructure. This includes the development of production roads, storage facilities, laboratories, testing centres, transportation networks, and other logistical systems.

In addition, the sector will prioritize access to water for farming by promoting sustainable water management practices such as rainwater harvesting, construction of farm ponds, and adoption of water-efficient irrigation technologies.

- Efficient infrastructure services require spatial planning to ensure strategic linkages between production areas and markets. It therefore calls for deliberate investment in spatial planning prior to infrastructure provision.

- Water Development plays a critical role in agricultural production to generate progressive and adequate throughput in the sector. Where feasible, the sector facilitates borehole drilling, water harvesting, retaining structures (dams) which could store water for irrigation and livestock watering.

Inclusivity in the Agricultural Sector– The sector commits to foster inclusivity by implementing targeted empowerment initiatives in line with the Economic Inclusion Act (2021), as well as, ensuring equitable access to services for , youth, women, persons with disabilities, other marginalized communities and primary/base producers for market access.

- Seed and Input Security entails the establishment of a national seed bank and an input subsidy programme focusing on indigenous open pollinated seeds. Improving access to certified drought-tolerant seeds and local fertilizer blending. Propagate neglected and underutilized species (NUS) such as truffles, mushrooms, Morama, Thepe, Kgengwe, and Sengaparile.

• Agricultural Extension Reform The sector to pursue the privatization of agricultural extension services. This strategic shift aims to unlock efficiency, responsiveness, and innovation by engaging private sector actors, Agritech start-ups, and commercial service providers in delivering tailored support to farmers. Reduce extension officer to farmer ratio from the current 1:120 to 1:100.

• **Adoption of Climate Smart Agriculture:** Sustainable agriculture practices will be adopted to strengthen climate resilience. The sector will facilitate the implementation of conservation agriculture agro ecology, integrated crop and livestock systems and agroforestry practices. Additionally, the promotion and use of drought tolerant crop variety, resilient livestock breeds, organic fertilizers and protected environment will be enabled. Advanced techniques like precision farming, using soil moisture sensors and drone monitoring, will support smart water management and conservation agriculture.

• **Investing in Research and Development:** Develop Climate-Smart and Digital Solutions: Advance need-based research Climate Smart Agriculture (CSA) technologies, precision farming, and digital tools to boost productivity, resilience, and sustainability.

• Strengthen partnerships among government, academia, private sector, and farmers, integrating Indigenous Knowledge Systems with modern science.

• Establish innovation hubs and demonstration farms to pilot new technologies, scale proven models, and drive agro-processing and value chain development.

• **Promote Partnerships and Collaboration:** Accelerate engagement and partnership with stakeholders such as private sector, government ministries and agencies, academic institutions, multi-lateral organizations, communities, farmers' associations, and investors to mobilise resources and build capacity.

• **Improved Sustainable Land Management**: Land tenure security and titling is critical to unlocking access to finance. The land sector will work to achieve efficiency and meet customer needs.

• National land audits will be conducted to address land access and ownership adversities.

• In pursuit of sustainable land management and the optimization of agricultural production, the Government will implement measures to enforce the maximum utilisation of the land.

• Land registration facilitates ownership in land, sufficient legal security and access to secured credit thereby unlocking the economic potential intimately connected with land, as well as supporting property taxation. During the plan period, the registration of agricultural land will intensify.

• Land located along the international boundary holds strategic significance for bio-security. Government considers to acquire land abutting international boundary to create a buffer for patrols routes.

• Implementation of the National Spatial Plan (NSP) 2036 guides, coordinates land use, infrastructure development, settlements patterns and spatial distribution of projects during the plan period.

• **Spatial Development Code –** provides a coherent and integrated approach to land use planning aimed at balancing competing demands for land while advancing national development priorities. The instrument strengthens agricultural land use and promotes the growth of the informal sector as a driver of inclusive economic development.

• **Development and Strengthening of Policy and Legal Frameworks, to attain excellent service delivery.**

• Review of the National Agricultural Policy (1991), Biosafety Bill, Plant Protection Act (2009), Agro Chemical Act (1999), Hides and Skin Export (1989), Importation of Bees' Act (1910), Cruelty to Animals Act (1936). The sector is currently developing the following: Food and Nutrition Policy, Regulations for Seeds Act (2023), Locust Act (1923), Noxious Weed Act (1966), BAMB Act (1974), BMC Transition Act (2019) and Cannabis law. Fodder Production Strategy, Soil Health Strategy, Food Strategy, Dairy Production Strategy, Agricultural Financing Strategy, Seed Production Strategy, Fertiliser Strategy

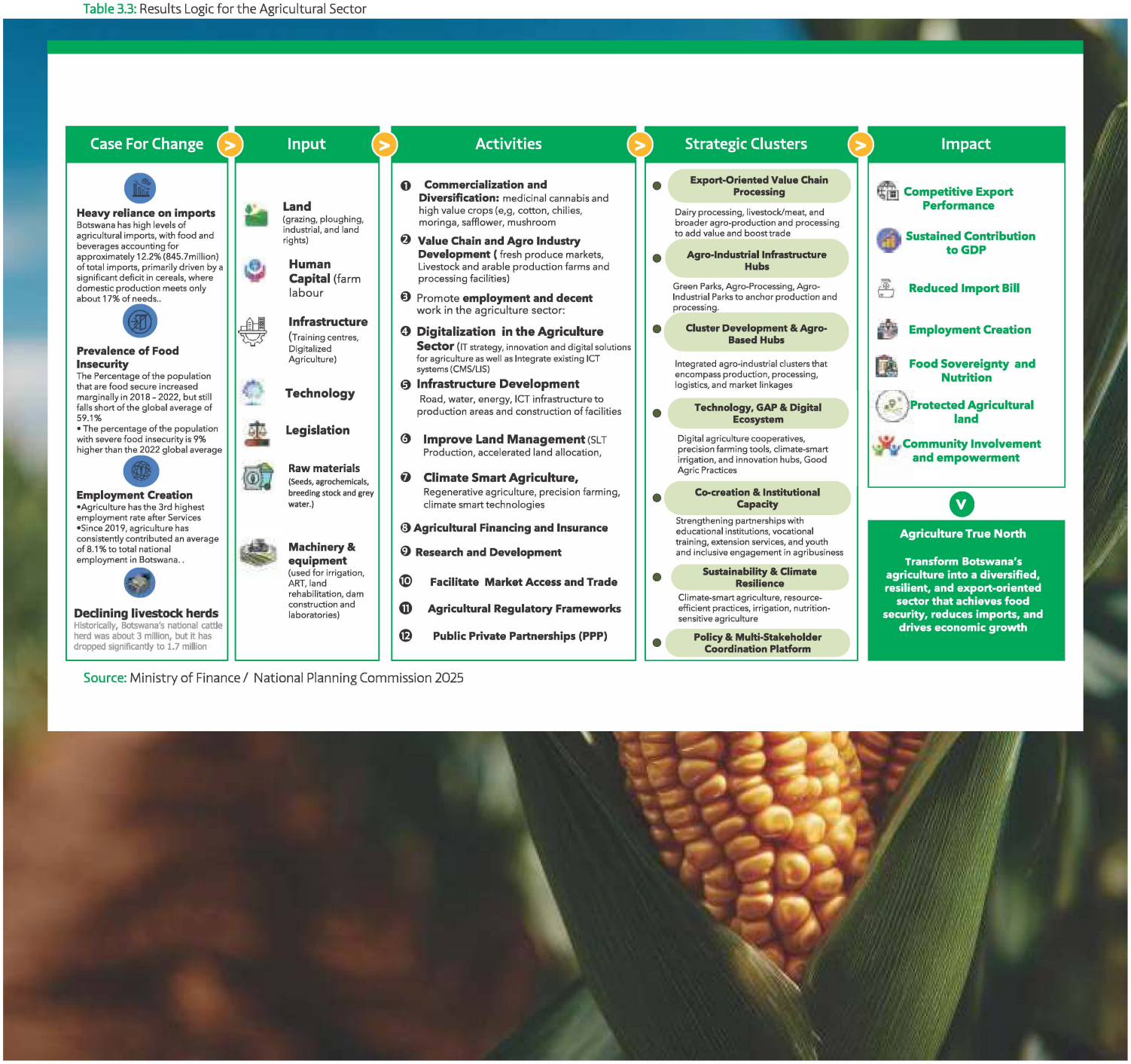
• **Review of land related legislation:** Botswana Land Policy (2019), State Land Act (1966), Tribal Land Act (2018), Land Control Act (1975), Real Estate Professionals Act (2003), Town and Country Planning Act (2013), Land Surveying Act (1968)

• Co-creation and Institutional Capacity: the sector will strengthen institutional arrangements, coordination and governance to improve efficiency and accountability. Working with education, the sector will invest in human capital and skills development to boost agricultural productivity and inclusive growth targeting workforce, farmers and stakeholders.

THEORY OF CHANGE FOR THE AGRICULTURE SECTOR

3.39 Based on the recorded and acknowledged challenges; as well as a desired trued north, Botswana's agricultural sector must shift from high import dependence and persistent food insecurity, and deliberately and consciously move toward a more resilient and growth-driven model. By leveraging land, human capital, technology, infrastructure, and supportive policies, the sector is structuring itself to transform through diversification, value chain development, digitalisation, climate-smart practices, financing, research, and partnerships. These interventions will foster export-oriented value chains, agro-industrial hubs, stronger institutional capacity, and climate resilience. Ultimately, this transformation aims to reduce imports, boost GDP, create jobs, and ensure food sovereignty and nutrition while positioning agriculture as a globally competitive and sustainable driver of economic growth. The planned transition is depicted in Table 3.3.

Table 3.3: Results Logic for the Agricultural Sector



Source: Ministry of Finance / National Planning Commission 2025

STATE OWNED ENTERPRISES (SOEs) VALUE CHAIN DEVELOPMENT

BOTSWANA AGRICULTURAL MARKETING BOARD (BAMB)

MANDATE

- A strategic grain and legume importer/exporter which balances domestic shortfalls and
- surpluses through structured trade operations.
- To set prices and manage market risk of grain price fluctuations.

CHALLENGES

- Inadequate grain supplies due to financial and climate induced supply constraints.
- Grain market distortions that must be resolved through ongoing engagements with stakeholders.

TURNAROUND KEY AREAS

3.40 BAMB's sustainable success will depend on enhanced governance and enterprise as well as improved management of stocks covering key staple commodities (white maize, yellow maize, sorghum, and beans). These commodities are central to Botswana's food security, agro-industrial demand, and regional trade engagements.

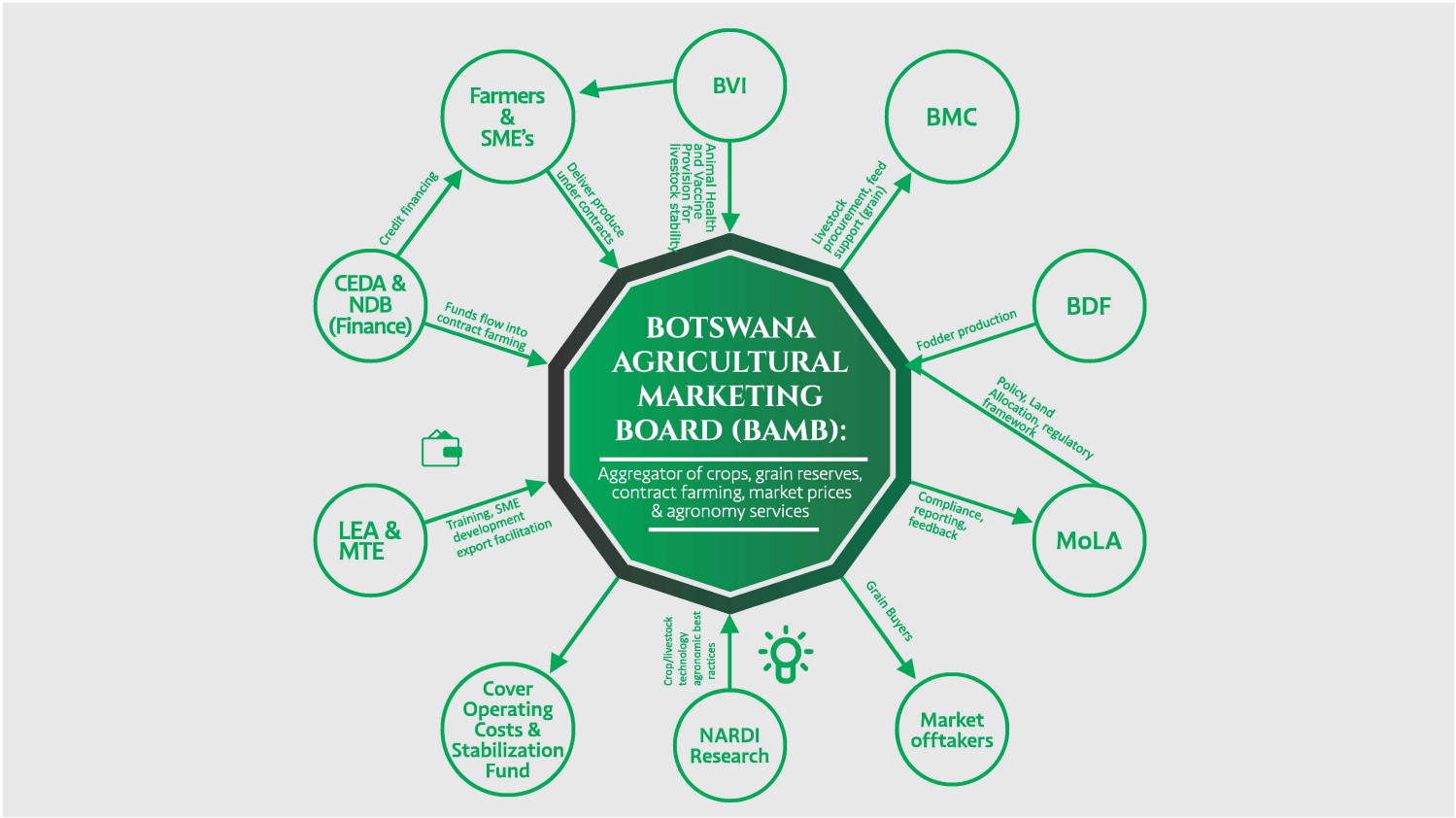
3.41 The enablers for the strategy are:

i. Effective implementation of the BAMB Act.

ii. Grain financing through revolving credit to pay farmers (Bank loans).

- Modernization of grain silos and legume storage facilities
- Development of a real-time digital supply chain system
- Expansion of the Veterinary and Medicine Products
- National seed multiplication and distribution scheme
- Farmer training on sustainable grain and legume production
- Leasing cold storage space to private horticultural producers and cooperatives.
- Value addition through packaging, grading, and branding of horticultural products.
- Export of high-value horticultural products like potatoes to regional markets.
- Aggregation and retailing of horticultural produce and build cold storage facilities.
- General market and product development.

Figure 3. 8: The Ecosystem



Source: BAMB 2025

RISK FACTORS AND MITIGATION

3.42 The profitability model is subject to several risks:
- Climate variability impacting crop yields
- Global commodity price fluctuations
- Transportation and border clearance delays
- Government payment delays (to grain suppliers)
- Storage spoilage, particularly for beans

3.43 Risk mitigation strategies include:
- Maintaining a grain and legume strategic reserve
- Investing in grain drying and storage technologies
- Entering fixed-price contracts for exports
- Strengthening early warning systems and climate-resilient sourcing strategies
- Engaging openly with all market players.

ROADMAP

i. Short-term (0–6 months): Stabilize finances, pay farmers, enforce import restrictions, roll out of a more efficient Point of Sale (POS) system.

ii. Medium-term (6–18 months): Infrastructure rehabilitation, value addition, improved governance, diversified revenue streams.

iii. Long-term (18+ months): BAMB as a fully resourced national grain aggregator with export capacity and food security authority.

BMC
Botswana Meat Commission
Meat Perfection Defined



MANDATE

- To purchase, slaughter and sell cattle products profitably.
- Promote interventions for the improvement of the standard and condition of cattle to be sent for slaughter or sold on the hoof.
- Promote other commercial interventions for the development and improvement of the livestock industry.

STRATEGIC PILLARS

Three strategic pillars

1: Increased Throughput
Increase cattle intake across all farmer categories.

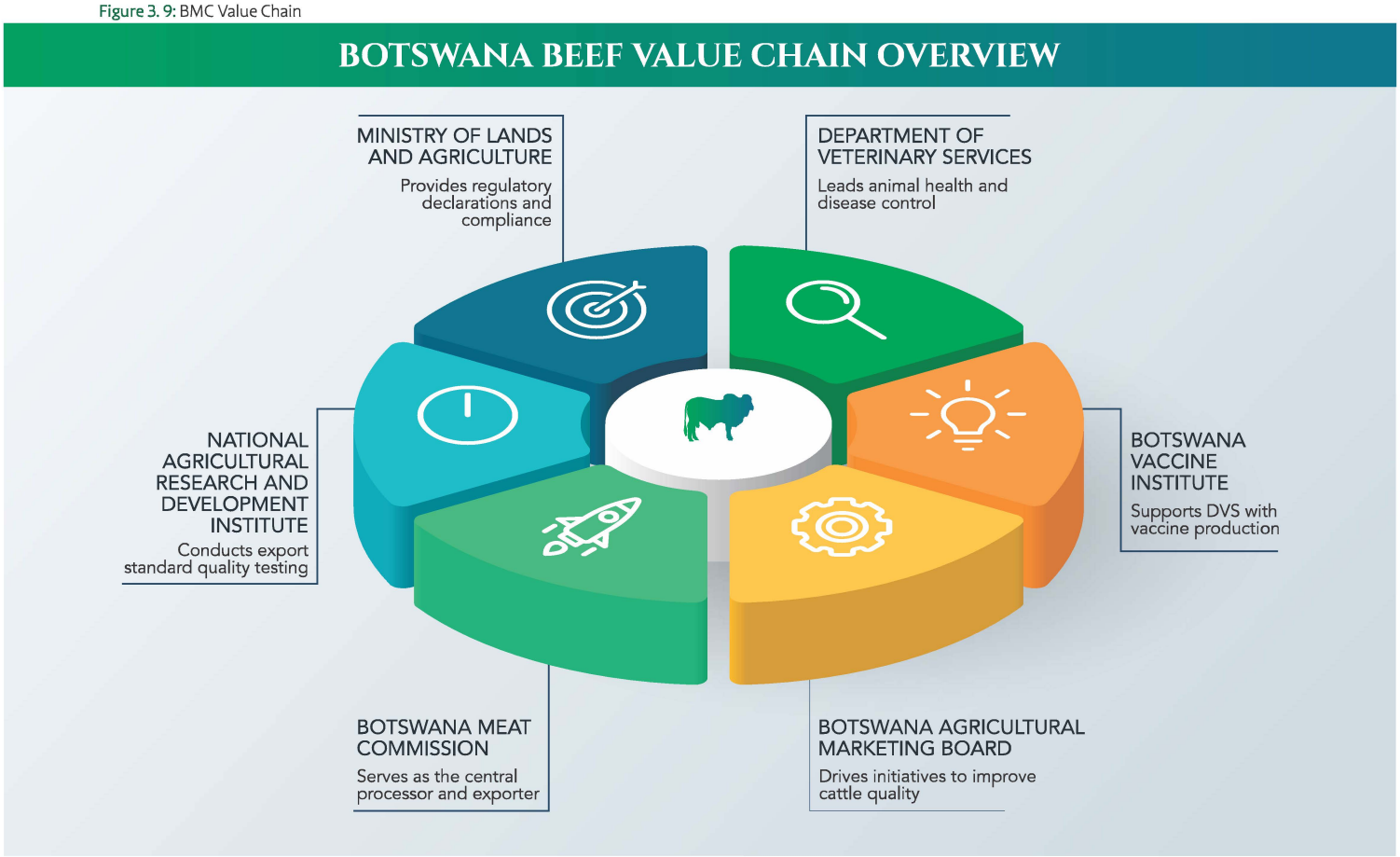
2: Enhanced Revenue Generation
Reduce payment cycle from 90 days to 7 days. Advance payments secured prior to slaughter have enhanced cash flow and operational stability, ensuring consistent order fulfilment and financial resilience.

3: Improved Plant Availability
Enhance maintenance of the facilities to improve operational continuity to support revenue growth.

GOVERNMENT SUPPORT

- Continuation of the School Feeding Programme with the Ministry of Local Government and Traditional Affairs
- Secure Funding to fortify Table Bay Cold Storage (TBCS) facility
- Investment in Value Addition Plants
- Expansion of Product and Market Access (Additional Abattoirs)
- Beef value chain collaboration with the Department of Veterinary Services (DVS), Botswana Vaccine Institute (BVI), Botswana Agricultural Marketing Board (BAMB), National Agricultural Research and Development Institute (NARDI) to ensure animal health, feed supply, quality assurance, and regulatory compliance, **Figure 3.9**
- Disease control to secure market access through the maintenance of disease control infrastructure and response to disease outbreaks particularly Foot and Mouth Disease (FMD).

Figure 3. 9: BMC Value Chain



CONCLUSION

Agriculture is a vital sector for food security, rural livelihoods and economic diversification. The Plan emphasises modernising agriculture, strengthening value chains, and promoting climate-resilient and sustainable practices.

C. MANUFACTURING SECTOR

The True North for the Manufacturing Sector is:
"A resilient, globally competitive and export-oriented manufacturing base that transforms local potential into high-value goods fuelling sustainable growth, creating job opportunities, and anchoring Botswana as an industrialized, high-income nation."

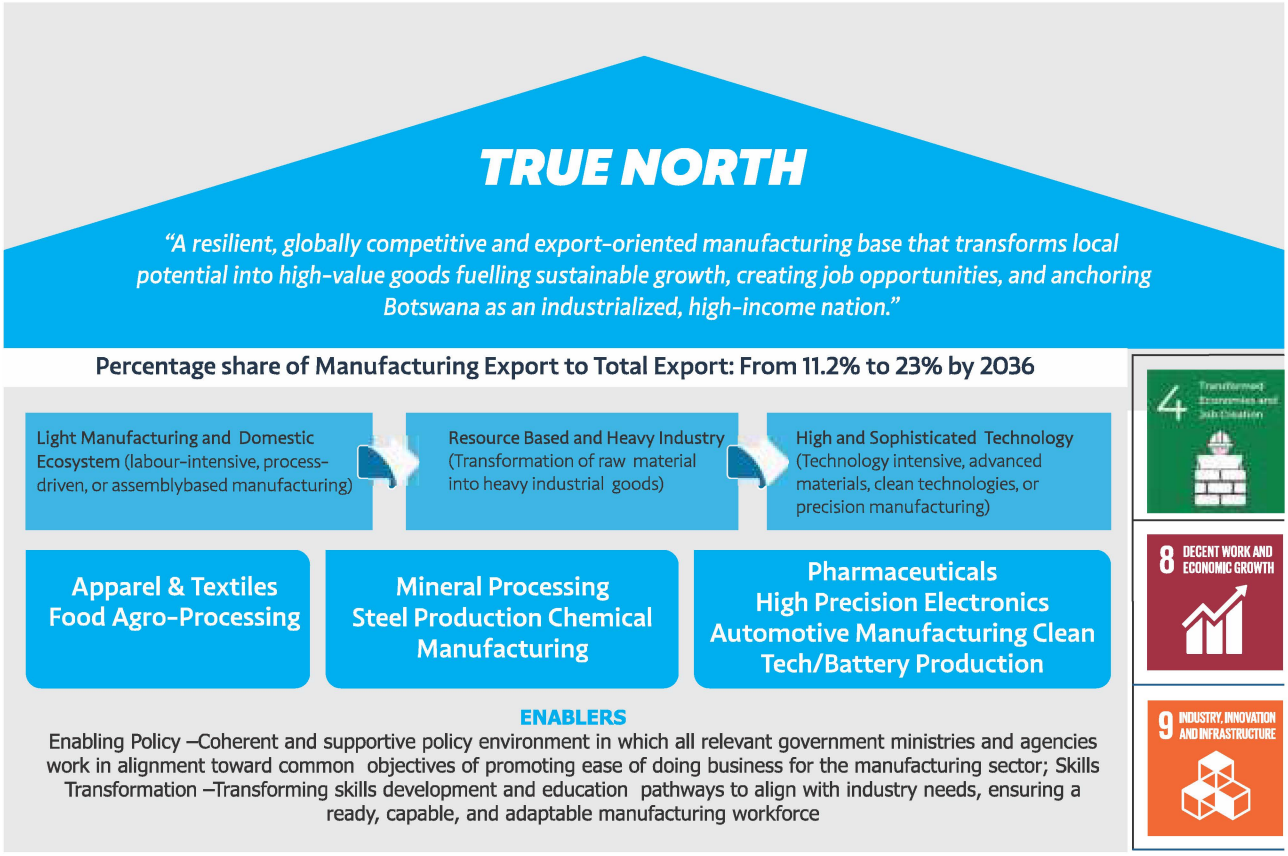
The sector will be driven by:

- Light Manufacturing and Domestic Ecosystem
- Resource-Based and Heavy Industry
- High and Sophisticated Technology





Figure 3.10: House Chart for the Manufacturing Sector



Source: Ministry of Finance / National Planning Commission 2025

OVERVIEW

3.45 The Manufacturing sector in Botswana is a critical component of the country's economic diversification strategy, hence its prioritisation as one of the key sectors targeted to foster sustainable economic growth and diversification. As a burgeoning sector, it has demonstrated great potential particularly in the production and processing of consumables, where 15.3 percent of machinery and equipment are produced locally, indicating the country's capability to produce complex industrial goods. Botswana's manufacturing sector has experienced significant growth in recent years, propelled by Foreign direct investment and Government initiatives such as Exporter Development Programme, Value Chains Development; Supply Chain Development and Cluster Development.

3.46 Needless to indicate that the manufacturing sector's share of GDP was 5.6 percent and contributed 0.1 percent (out of 3.2 percent total growth) to GDP growth in 2023. During the same year, the sector registered a positive growth rate of 1.1 percent, but is expected to decline by 1.4 percent in 2024. In 2025 and beyond, the sector's performance will be driven by the government's initiatives for value chain development, special economic zones, and a slight recovery in the diamond sorting, cutting, and polishing industries, as the diamond market gradually rebounds will drive the sector's performance beyond 2025. Figure 3.5 shows that the manufacturing sector will grow on average by 3.3 percent over the medium term **(Figure 3.5).**

3.47 Opportunities have also been identified in domestic value chains with the view to unlock growth within the emerging and untapped manufacturing subsectors, which include: Processing of minerals like copper, nickel, and silver; development of Soda Ash Dependent Industries like glass production, rechargeable lithium batteries production, production of caustic soda and chlorine related products, cosmetics and pharmaceuticals industries; and Electronics and Technology manufacturing, which includes computer assembly, solar panel manufacturing, and production of various electronic devices and components; Pharmaceuticals, involving generic drug manufacturing and production of medical supplies.

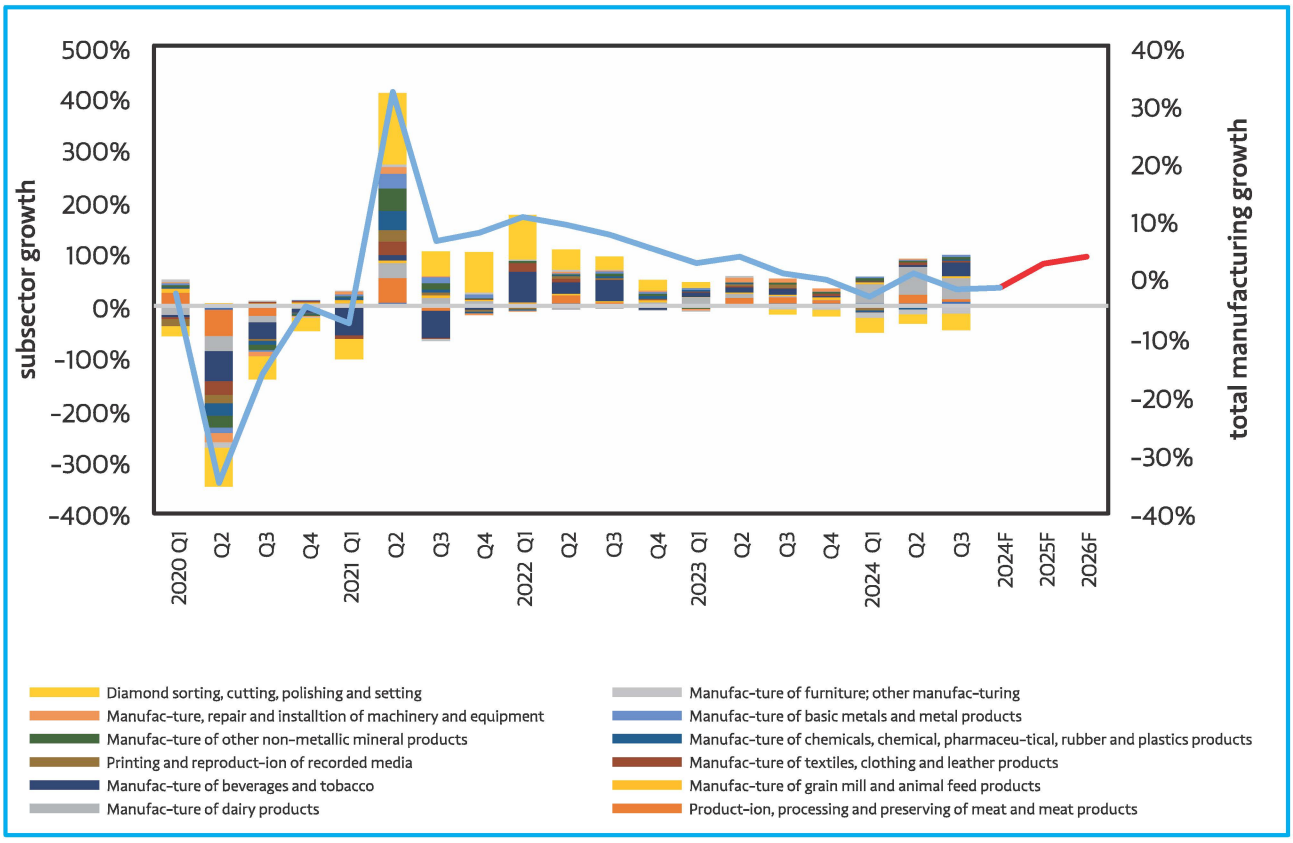
3.48 Additional investment is also anticipated in other growing sectors such as: Automotive Components manufacturing, Agro-Processing including indigenous products processing, and Textiles and Apparel. In addition, the commissioning of Lobatse Leather Park in 2025 is anticipated to create value addition within the manufacturing sector.

3.49 In 2025 and beyond, the sector's performance will be driven by the government's policy initiatives including harnessing the combined power of commodities exchange, the International Financial Services Center (IFSC), and the special economic zones' unique site value chains as complementary strategic interventions to develop a new network of mixed use, integrated industrial and clustered infrastructure to create forward linkages to encourage investment in subsequent stages of production, and backward linkages to encourage investment in facilities that enable projects to succeed.

3.50 Government will actively promote SEZs and clusters as a transition industrial development strategy, using these SEZs as performance-driven incubators of new ideas and reforms, where experimenting, manufacturing, innovation and learning can happen behind protective barriers, and the final product then exported.

3.51 The sector will grow on average by 3.3 percent over the medium term, driven by value chain development, special economic zones, and a slight recovery in the diamond sorting, cutting, and polishing industries.

Figure 3.11: Manufacturing Sector Growth Prospects (2019 – 2026)



Source: Statistics Botswana, Ministry of Finance (Projections), 2025

3.52 Industrial competitiveness in Africa: An analysis of its regions.

The overall picture of the African continent reflects the "average" situation in its countries. It cannot, however, reflect the specific situation of any African country. Africa is a continent rich in diversity, raw materials and there are significant differences between its member countries. Particularly relevant for this analysis is of industrial competitiveness are the differences in terms of their stage of industrial development

3.53 Currently, it is impossible to imagine industrial development without exposing the local manufacturing sector to international competition; that is the reason why industrial competitiveness is a fundamental component of industrial development. UNIDO defines industrial competitiveness as the capacity of countries to increase their presence in international and domestic markets whilst developing industrial sectors and activities with higher value added and technological content (UNIDO, 2013).

3.54 Every two years, UNIDO publishes its Competitive Industrial Performance (CIP) report. The CIP index provides country measures of industrial competitiveness that enable cross-country comparisons. Specifically, it measures how successful a country's industries are at producing and selling their goods on domestic and foreign markets, and consequently, how much they contribute to structural change and development.

Figure 3.12 : Dimensions of the CIP Index



Source: UNIDO (2017).

Figure 3.12 Provides a graphic explanation of how the CIP index is built.

3.55 The CIP index uses six indicators that cover three main dimensions. These dimensions are: i) the capacity to produce and export manufactured goods, ii) technological deepening and upgrading, and iii) world impact. The higher the scores in any of the three dimensions, the higher the country's industrial competitiveness and its CIP index.

3.56 According to the 2020 edition of the CIP index it assesses and benchmarks the industrial competitiveness of 152 economies. Data limitations are a common problem in many countries, and for this reason, only 33 out of 54African economies are present in the CIP ranking. The ranking is based on the most recent available information for all economies, which at the time of writing was data for the year 2018. The 2020 Global CIP ranking was led by Germany. China, the Republic of Korea, the United States and Japan are among the top 5 countries. Compared to 2012, these economies' CIP scores and ranks changed, but all of them were able to remain in the top 5 **(see Table 4 below).**

TABLE 3. 4 :Top 5 Economies in the 2020 Global CIP Ranking

Global rank (2018)	Economy	Global rank (2012)	Global Score	Change
1	Germany	1	0.4709	
2	China	5	0.3716	↑
3	Republic of Korea	4	0.3488	↑
4	United States of America	3	0.3454	↓
5	Japan	2	0.3445	↓

Source: UNIDO, CIP database 2020.

3.57 African economies are located far behind the top 5. No African economy is actually represented in the first third of the ranking. The best ranked African economy, South Africa, ranks 52nd, and of the 33 African economies included in the CIP index, only 10 reach the top 100 which includes Botswana at no 89. The other 23 fill the last positions in the ranking.

3.58 But beyond the ranking, it would be interesting to examine these results in more detail from the perspective of the three CIP dimensions: i) capacity to produce and export, ii) technological deepening and upgrading, and iii) world impact. If we want to delve deeper into the analysis about why some countries perform better in some dimensions than in others, we have to examine the six (6) CIP indicators (two for each dimension). In our example, South Africa's economy performs better in the dimension world impact than in the capacity to produce and export because it ranks 37 and 43 in terms of its impact on world manufactured exports and on world Manufactured Value Added (MVA), respectively, while it ranks 81 and 66 in terms of MVA per capita and manufactured exports per capita, respectively. In other words, given its population size, South Africa has a limited capacity to produce and export its manufactured products, recording values of MVA per capita and manufactured exports per capita that are below those of other economies further below in the CIP ranking, for example, Eswatini and Mauritius. The opposite can be said about the third dimension, world impact: South Africa's shares in world MVA and in world manufactured exports are considerably higher than in many other economies, thus indicating advancements in their relative industrial competitiveness.

3.59 The simple average CIP ranking of the countries that make up the Northern and Southern Africa regions places them in the top 100. In fact, the averages of these regions are located in the top 100 in all three dimensions. While Northern Africa performs better in terms of world impact and worse in the capacity to produce and export of manufactured goods, the opposite holds for Southern Africa. Both regions remain somewhere in between in the second dimension, technological deepening and upgrading.

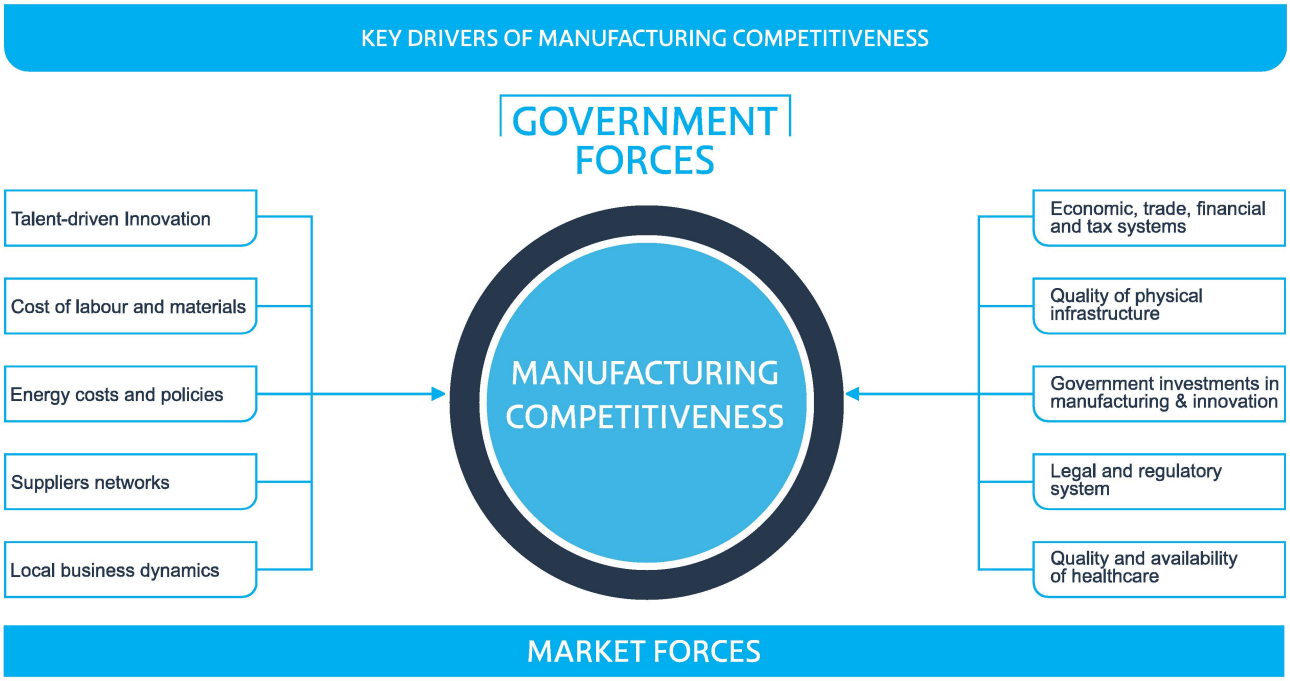
3.60 The key message here is that, on average, the poor performance of African economies in the CIP index can mostly be explained by their limited capacity in the production and export of manufactured goods, rather than their technological deepening and upgrading or their world impact. These two latter dimensions, despite the African economies' modest performance, are not the biggest challenge African countries face. Their biggest problem is the one we mentioned at the beginning of this report: Africa's population size does not correspond to its level of production—in MVA and in GDP—and integration in international markets.

“The best ranked African economy, South Africa, ranks 52nd, and of the 33 African economies included in the CIP index, only 10 reach the top 100 which includes Botswana at no 89. The other 23 fill the last positions in the ranking.”

Manufacturing Systems Approach (Interdependencies)

3.61 The Manufacturing sector's success depends on critical interdependencies across multiple systems and sectors.

Figure 3.13 :Why Manufacturing Matters: Key Drivers of Manufacturing Competitiveness



3.62 The issue of what has been termed the "deindustrialisation" of the developed world has been exercising academics and policy makers since at least the 1980s. Low productivity growth and the emergence of new challenger nations such as Japan and Taiwan led to a shift in the majority of industrial economies.

3.63 It has emerged over the past two decades the emergence of China as a global manufacturing powerhouse that has further challenged the existing manufacturing base within other countries. This raises further concerns over whether or not it matters that an economy retains a manufacturing sector as the base.

3.64 According to some analysts manufacturing does matter and the loss of manufacturing jobs is not good for an economy. Such a view over the importance of manufacturing was articulated recently by Professors Gary Pisano and Willy Shih of Harvard University's Business School. They argued that manufacturing is essential to the longer-term health of the economy the world diaspora and that without a manufacturing sector it will become very difficult for an economy to sustain innovation. The "exporting" of manufacturing work overseas in the form of off-shoring, they claim, risks the erosion of many industrialized economies.

3.65 They point to the offshoring of semiconductor manufacturing by American companies in the past. This led to the competencies within the workforce and production systems for the production of such technology to be largely lost to American industry. Over time this provided an opportunity for the Taiwanese, South Koreans and increasingly the Chinese to build their manufacturing base. From semiconductors there was a transition to the production of flat screens. This trend is now moving to LED technology and they suggest that soon high-efficiency lighting will be largely sourced to Asian manufacturers.

3.66 As the United States has shown, the key to enhancing our manufacturing industries in Africa, and Botswana to be specific, is to address a series of macro and micro level issues simultaneously. Fiscal policy, including taxation rules need to be overhauled to encourage industries to transition into a more competitive future through investment in capital equipment and R&D.

3.67 Therefore, going forward in during NDP 12, there must be greater assistance, particularly to SMEs, to help local manufacturers connect with global supply chains. Education and training of the Botswana workforce is also a critical area that requires future investment. Botswana universities and technical training colleges must be funded to provide best practice programs that can supply the future needs of the Manufacturing Industry. It must also become easier for manufacturers to connect with such institutions for research, education and training.

3.68 Finally, there must be ongoing investment in our national infrastructure, in particular initiatives such as the National Broadband Network, and the application of environmentally sustainable technologies.



MAJOR CHALLENGES

- Regulatory and policy coordination: Fragmented regulatory frameworks across different ministries and agencies have created bureaucratic bottlenecks and inconsistent policy implementation.
- Unfair business practices: Anti-competitive practices have been a major factor contributing to the lack of growth in domestic trade mainly due to the dominance of the retail sector in the domestic economy and the existence of state monopolies in some sectors.
- Limited appreciation of export market requirements by industry participants (rules of origin, sanitary requirements, quality standards, labelling requirements)
- Market access and limited scalability: The domestic market's limited size restricts economies of scale for local manufacturers. Competition from imports, particularly from South Africa and Asia, has intensified pressure on local manufacturers (protectionist measures through non-tariff barriers in neighbouring markets).
- Limited entrepreneurial capacity (research, investment metrics)
- Limited access to finance and capital (pre and post funding; market research, feasibility studies, quality standards)
- Infrastructure and Logistics Constraints (Limited rail connectivity, inadequate industrial infrastructure, telecommunication infrastructure and insufficient specialized facilities, Shortage of affordable factory spaces).
- High cost and unreliability of utilities (water and Power)
- Skills and human capital gaps due to a mismatch between educational outputs and industry requirements.
- Low productivity and poor work ethics
- Limited technology transfer mechanisms and weak innovation ecosystems
- Limited access to raw materials

Lack of good quality data on the sector

MEGA TRENDS, OPPORTUNITIES AND THREATS

MEGA TRENDS AND OPPORTUNITIES

- Shift towards protectionism by advanced markets (tariffs, near shoring)
- Digital transformation and smart factories (Artificial Intelligence (AI) and machine learning, robotics and automation)
- Global supply chains (companies are increasingly adopting strategies that allow them to interlink quickly to market conditions and consumer demands)
- Significant focus on ESG/Sustainable practices
- Emphasis on research and development
- Diversification of the Economy – Botswana is actively seeking to diversify from diamond dependency, encouraging investment in manufacturing sectors like textiles, food processing, and electronics.
- Regional Integration – Membership in regional organizations (e.g., SADC) provides access to larger markets.
- Technological Adoption – The rise of Industry 4.0, including automation and digitalization, can improve efficiency and productivity in manufacturing processes.
- Incorporate Environmental, Social, and Governance (ESG)
- Investment in Infrastructure – Government initiatives to improve transportation, energy, and communication infrastructure can boost manufacturing capabilities and reduce costs.
- Skilled Workforce Development – Investments in education and vocational training can create a skilled labour force, essential for advanced manufacturing sectors.

THREATS

- Competition from low-cost producers: Countries with lower production costs (like China) pose a significant threat, making it challenging for local manufacturers to compete on price.
- Economic volatility: Fluctuations in commodity prices and economic instability can impact manufacturing demand and investment.
- Regulatory challenges: Bureaucracy and regulatory hurdles can hinder the ease of doing business, affecting the manufacturing sector's growth.
- Limited access to finance: Small and medium-sized enterprises (SMEs) may struggle to secure funding, restricting their ability to invest in technology and expansion.
- Supply chain disruptions: Global supply chain issues, exacerbated by events like the COVID-19 pandemic and geo-politics, can disrupt manufacturing processes and lead to increased costs.

Environmental regulations: Stricter environmental regulations may increase operational costs for manufacturers, especially in industries with significant environmental impacts

LOOKING AHEAD INTO NDP 12 – THE CASE FOR CHANGE

3.69 As a critical pillar of Botswana's economic diversification, the sector has been strategically prioritized to drive sustainable economic growth and reduce the country's historical dependence on mineral extraction. The sector encompasses Light Manufacturing and Domestic Ecosystem (labour-intensive, process-driven, or assembly-based manufacturing), Resource Based and Heavy Industry (Transformation of raw material into heavy industrial goods) and High-Tech/Sophisticated (Technology-intensive, advanced materials, clean technologies, or precision manufacturing.

STRATEGIES FOR NDP 12

a) Promote and upscale value chains development and high-value manufacturing

- The strategy focuses on leveraging the country's abundant mineral resources with focus on the soda ash and salt resources by developing a robust ecosystem of dependent industries, prioritising forward integration of the salt and soda ash business and manufacturing of glass, chemicals, detergents, cement, fertilizer and animal feeds. Further, the Strategy involves establishing advanced manufacturing facilities for automotive parts and accessories.

- To foster innovation and technological advancement, the strategy incorporates targeted incubation programmes for high-value manufacturing sectors, particularly in biotechnology, pharmaceuticals, and precision engineering.

- To support the prioritized value chains, a network of factory shells will be strategically constructed across key locations. The textile and apparel sector will receive a significant boost through the establishment of a dedicated bonded warehouse, addressing the industry's unique challenges of raw material importation and seasonal demand fluctuations. This facility will enable manufacturers to optimize their operations through bulk purchasing and enhanced inventory management.

- "In today's environment, the key to TRUE NORTH is not to get more things done, but to get the right things done" (Adam Merrill, Co-Author of 'The Five Choices of Extraordinary Productivity').
- Our strategic intent and objective will be centered around five economic metrics:

i. GDP
ii. Economic shift and output
iii. Trade in goods
iv. Manufacturing value added
v. FDI inflows and outflows

- Pillar 1 of the UDC manifesto as applicable to Ministry of Trade and Entrepreneurship will serve as a lens and a blueprint to achieve this goal. Therefore, our transformation journey is a bounded context, anchored in the pledges we made to our electorates all serving as the overarching blueprint. These pledges include:

vi. Building mega companies
vii. Commercialization, innovation and enterprise-development
viii. Supporting SMMEs
ix. Transformation of the agriculture sector

b) Develop and implement policies, strategies, incentives and programmes to upscale value chains development and high-impact manufacturing.

- We are introducing a comprehensive 'Three-Pillar Structured Action Plan': a multi-faceted endeavour – not homogenous – with development-orientated policies which are consistent with different stages of SME firm development. This includes specific financial incentives including tax credits, grants, and subsidies aligned with our economic objectives. These will create an ecosystem that nurtures high-impact manufacturing and positions Botswana competitively in regional and global markets.

3.70 The comprehensive strategy for upscaling value chains development and high-impact manufacturing in Botswana centres on strategic prioritization and alignment of government policies with key economic objectives. The strategy introduces comprehensive financial incentives, including tax credits, grants, and subsidies to drive industry growth and sustainable practices. This holistic approach to policy and strategy development creates a supportive ecosystem that nurtures value chain development and high-impact manufacturing, positioning Botswana as a competitive force in the regional and global manufacturing landscape.

C) Promote cluster development and Business Linkages

- Markusen's Typology for Market Linkages;

By adopting the Markusen's typology, the market linkages will be reviewed and implemented as an integral part of export-led growth. We will adopt cooperative-based cluster development model to create business linkages between lead buyers and suppliers:

- Hub-and-Spoke Clusters

This will involve one or more large firms playing a leading role and acting as anchors or hubs for 'turnkey investment projects', including model farms.

- State-Anchored Clusters

We will deliberately leverage private-public partnerships to address market failures and national security on strategic industries e.g., agriculture for food security, minerals, energy, aerospace, cybersecurity and defense equipment. Emphasis will be on the state's role as essential to support industry players establish commodities processing facilities and help SMEs and small-scale producers secure a place in the regional and global supply chains.

•Satellites
This will be a more connected and efficient method to address fragmented and geographically dispersed value chains (e.g., creating linkages between Mosisedi cluster and other small and large farmers in areas such as Kanngwe and Mmalore, at Hon. Dr. Dikoloti's constituency).

3.71 The Strategy for promoting cluster development and business linkages in Botswana's manufacturing sector presents a comprehensive approach to creating robust industrial ecosystems and strengthening supply chain integration. At its core, the strategy emphasizes the cultivation of strong relationships between large manufacturers and local SMEs through innovative supplier development programs. These initiatives facilitate technical assistance, quality control training, and financial support, creating a sustainable network of capable local suppliers that can meet the demanding requirements of larger manufacturing operations.

3.72 A transformative element of the strategy focuses on elevating informal sector businesses across various manufacturing subsectors, including furniture, textiles, welding, leather products, indigenous products, and agro-processing, into competitive industries.

3.73 To facilitate rapid industrial growth, the strategy includes measures to streamline land acquisition processes, reducing bureaucratic obstacles and expediting business establishment.

3.74 A cornerstone of the strategy is the strengthening of supply chain and logistics infrastructure through the establishment of diverse transportation routes encompassing rail, sea/waterways, air, and road networks.

3.75 Through this integrated approach to cluster development and business linkages, the strategy creates a robust framework for industrial growth that benefits stakeholders across the entire manufacturing spectrum, from informal sector entrepreneurs to large-scale manufacturers. The emphasis on infrastructure development, inclusive growth, and supply chain integration positions Botswana's manufacturing sector for sustainable expansion and increased competitiveness in both regional and international markets.

b) Promote market penetration of locally produced goods

• Government Procurement Integration;
Government is currently working on deliberately connecting manufacturing activities with business opportunities in government procurement e.g., engagements to simplify and standardise procurement processes, breakdown large projects into smaller, manageable lots, etc. Direct procurement of patented R&D products, services and IT systems rather than actual goods and services will help promote home-grown innovative solutions.

• Government will leverage the Reservation Policy and the revised Economic Inclusion Act (EIA) to enforce preferential public procurement system for locally manufactured (not suppliers) goods and services.

3.76 The Strategy encompasses a comprehensive framework of policies and initiatives designed to strengthen domestic manufacturing and enhance local product visibility in the marketplace. At its foundation lies a transformative approach to public procurement processes, prioritizing locally manufactured goods through a series of well-defined legislative measures.

3.77 The Strategy creates a supportive ecosystem that enables Botswana's manufacturers to effectively penetrate and succeed in global markets, through implementation of Export Readiness Programs.

a) Promote diversified and competitive products

• Quality Standards and Certification Enhancement; Government is working on increasing the adherence to international quality standards and regulations across value chains for prioritized industries and strengthening the inspection, testing and certification (ITC) facilities (or designated national laboratories) on high-risk areas. This will not only help improve the competitiveness of locally produced goods and services, but also help prevent substandard or harmful products (or prohibited items) from entering the local market.
• National Standards for prioritised industries: To promote diversified and competitive products, national standards for prioritized industries will be developed to ensure consistency and global competitiveness. Strengthening industry support institutions in the areas of certification and accreditation will provide businesses with the necessary tools to meet these standards. Additionally, incentives will be provided to cushion product certification costs, such as resuscitating the certification fund, to ease the financial burden on producers, encouraging them to pursue quality improvements.

b) Promote productivity, innovation, and competitiveness in Botswana's Manufacturing sector

· Competition Policy and Standards Application
Government is facilitating the proper application of competition policy and standards as certain stages of the value chains become oligopolistic. The priority initiatives include:
i. Prohibiting Anti-Competitive Agreements-Use competition law to prohibit agreements between businesses that restrict competition, including those that could be formed around standards.
ii. Combating Organized Cartels-Addressing deep-rooted classic industrial policy concerns e.g., price fixing.
iii. Preventing Abuse of Dominant Market Position-Using competition law to prevent companies from abusing their position e.g., using their influence to create a standard that unfairly harms its competitors.



iv. Prevent Biopiracy–By implementing the World Intellectual Property Organisation's (WIPO) Treaty on Intellectual Property, Genetic Resources and Associated Traditional Knowledge as adopted in May 2024.

- Adoption of multifaced approach: To promote productivity, innovation, and competitiveness in Botswana's manufacturing sector, a multifaceted approach will be adopted to facilitate the acquisition of essential trade and entrepreneurship skills, equipping the workforce to meet the demands of an evolving Manufacturing sector.

a) Promote digital transformation in the Manufacturing sector

- Digital Innovation and MIT Collaboration;

The future of manufacturing is digital and our success will be dependent upon optimizing the use of digital transformation e.g., utilizing e-commerce and ICT platforms. It is on this basis that we are working with R&D institutions, universities and the Botswana Digital and Innovation Hub to leverage strategic collaboration with MIT Kuo Sharper Centre to launch a series of programs to advance innovation and entrepreneurship in the country. The objective is to develop an ecosystem which will support technology infusion and innovation, and digital tools that can help offer platforms for e-payments, online access to trade regulations and other digital services.

- Innovation and Intellectual Property

In all these efforts innovation will be the path of innovators, and this does not only end with creation of a new invention. It must also be recognised that innovation is the product of IP, and at the heart of every product is an idea. And protecting that idea is protecting a business for commercial success. Therefore, we can forget the term IP, but we cannot ignore the power of the concept, the power tool to drive this innovation.

- The Strategy focuses on enhancing research and development (R&D) facilities, particularly within the Botswana Innovation Hub. The Innovation Hub will be an incubator for new technologies and innovative manufacturing methods, especially for small and medium-sized enterprises (SMMEs). A tailored AI policy that aligns with Botswana's cultural and social context will guide ethical practices, while prioritizing data privacy, security, and risk management in this increasingly digital landscape.

b) Expand Automotive Manufacturing Industry

- E-Mobility ImplementationImplementation of the National e-Mobility Promotion Strategy 2022, together with its related assembly of electric vehicles, retrofitting, skills development and local value chain is still ongoing. The project is being restructured for the private sector to take over and run with it. This is a project which requires feasible and coherent 'spatial fix', and building upon memory of the demise of BCL mine closure to breathe new life to the Greater SPEDU region.

> *"The future of manufacturing is digital and our success will be dependent upon optimizing the use of digital transformation e.g., utilizing e-commerce and ICT platforms."*

TRADE AND BUSINESS SERVICES: ENABLING MANUFACTURING EXCELLENCE

3.78 The trade sector and facilitation thereof play a critical role in ensuring that Botswana achieves a Diversified Private Sector-Led Export Economy. The following initiatives will be implemented during the period of the NDP 12;

a) Strengthen Trade Faciltation

3.79 To strengthen trade facilitation, we will enhance the diversity and sophistication of export basket by promoting diversified and competitive products through improved certification processes, food safety protocols, technical barriers to trade (TBT), and sanitary and phytosanitary measures (SPS). This includes focusing on product development, branding, packaging, and value addition to existing goods while identifying new opportunities. National standards for prioritized sectors will ensure uniformity in quality, and capacitating quality assurance institutions such as BOBs, BOTC, and CIPA will further support this initiative. Integrating an Industry Inspectorate function and resuscitating certification funds will help cushion the costs for product certification. Additionally, domestic trade facilitation will include start-up incentives, after-care services, and better market intelligence to stimulate economic activity, especially within transport corridors like the Trans-Kalahari and Kazungula.

3.80 Incentivizing green investments and promoting standards compliance is crucial for sustainable trade. This will be achieved through sector-specific incentives, such as green certification and tax benefits, as well as establishing a dedicated line of credit for businesses committed to green production practices. Additionally, strengthening trade agreements through effective negotiation and implementation is key. Capacity-building programs for industry experts, enhanced market intelligence, and export development programs will facilitate this process. We will also develop a framework for promoting trade in services and integrate the private sector into Regional and Global Value Chains (GVCs). Crafting an AfCFTA response strategy will maximize the benefits of Botswana's membership in this continental trade agreement.

3.81 Finally, we will invest in strengthening supply chain and logistics infrastructure. Establishing alternative routes via rail, sea, air, and road will reduce the risks associated with imports and exports, while investment in shipping vessels will enhance Botswana's trade capabilities and position the country as a critical player in regional and global trade.

b) Support capacity development for private sector

3.82 To support capacity development in the private sector, we will focus on enhancing cost competitiveness and productivity across local industries. We will also focus on Expanding industrial clusters and Export Villages to encompass all priority sectors to boost collaboration and efficiency, and implementing measures to reduce the cost of imported inputs to improve profitability for local businesses. We will strengthen support for small-scale and micro retailers with initiatives aimed at streamlining processes, promoting access to information, and reducing loan requirements and processing times.

3.83 The development and modernization of non-retail businesses is another critical area we will focus on, where creating an enabling environment to enhance competitiveness is key. This will involve establishing market centers and revising finance schemes, alongside developing a regulatory framework that addresses buyer power and vertical integration, which can strengthen the overall industry. A dedicated industry development function for non-manufacturing sectors will further support this goal.

3.84 Facilitating export readiness through market expansion initiatives is another priority. Market centers will be created to stimulate production and trade, and an export program specifically supporting youth, women, and marginalized groups will be prioritized to foster broader participation in international markets.

CONTRIBUTION OF STATE-OWNED ENTERPRISES (SOES) TOWARDS VALUE CHAIN DEVELOPMENT IN THE MANUFACTURING SECTOR.

Strategic Role of SOEs in Manufacturing Value Chains

3.85 State-Owned Enterprises play a critical role in anchoring and catalyzing value chain development in Botswana's manufacturing sector through strategic investments, infrastructure provision, and market creation.

KEY SOES AND THEIR VALUE CHAIN CONTRIBUTIONS

NO.	KEY SOES	ROLE	VALUE CHAIN IMPACT
1	BDC Botswana Development Corporation	Strategic investment in manufacturing ventures, joint ventures with private sector	• Equity participation in priority manufacturing sectors (textiles, agro-processing, chemicals) • Facilitating technology transfer and skills development • Providing development Providing patient capital for long-term industrial projects • Supporting establishment of anchor manufacturing facilities
2	BMC Botswana Meat Commission Meat Perfection Defined	Livestock processing and meat export	• Creating demand for livestock farming (backward linkage) • Generating by-products for leather and pet food industries (forward linkage) • Supporting livestock feed manufacturing through demand creation • Export market access supporting leather park development
3	Botswana Ash (Pty) Ltd	Soda ash and salt mining and processing	• Raw material supply for glass manufacturing • Input for detergent and chemical industries • Supporting development of caustic soda and chlorine production • Enabling pharmaceutical and cosmetics manufacturing • Foundation for lithium battery component production
4	Morupule Coal Mine Seam to Energy	Coal Mining Operations	• Energy supply supporting power generation for manufacturing • Potential for coal-based chemical industries • Supporting cement and fertilizer production
5	Water Utilities Corporation	Water supply and wastewater management	• Reliable industrial water supply for manufacturing operations • Enabling water-intensive industries (beverages, agro-processing, chemicals) • Wastewater treatment supporting environmental compliance
6	BPC Botswana Power Corporation	Electricity generation and distribution	• Reliable industrial water supply for manufacturing operations • Enabling water-intensive industries (beverages, agro-processing, chemicals) • Wastewater treatment supporting environmental compliance
7	Botswana Railways	Rail freight and logistics	• Cost-effective bulk transportation of raw materials and finished goods • Linking manufacturing zones to ports and regional markets • Enabling heavy industry development through logistics capacity
8	CEDA Finance · Develop · Sustain	SME financing and development	• Financing emerging manufacturers and value chain participants • Supporting supplier development programs • Enabling formalization of informal sector manufacturers • Providing business development services to manufacturers

VALUE CHAIN DEVELOPMENT INITIATIVES BY SOEs

UPSTREAM INTEGRATION

- SOEs securing reliable raw material supply for manufacturing sectors
- Development of mineral beneficiation capacity (copper, nickel, silver processing)
- Agricultural production supporting agro-processing industries

MIDSTREAM MANUFACTURING SUPPORT

- Infrastructure provision (factory shells, industrial parks, utilities)
- Technical and financial support for manufacturing operations
- Quality improvement and standards compliance assistance

DOWNSTREAM MARKET LINKAGES

- Government procurement preferences for locally manufactured goods
- Export facilitation and market access support
- Distribution network development

STRATEGIC PRIORITIES FOR SOEs VALUE CHAIN DEVELOPMENT

1. Soda Ash-Dependent Industries Ecosystem

- Botash to anchor development of glass, chemicals, and battery component manufacturing
- Strategic partnerships with private sector manufacturers
- Infrastructure development in Sua Pan area

2. Leather Value Chain Integration

- BMC by-products feeding Lobatse Leather Park
- Development of footwear, upholstery, and leather goods manufacturing
- Export-oriented leather product development.

3. Agro-Processing Value Chains

- BMC supporting meat processing and by-product industries
- WUC enabling beverage and food processing industries
- CEDA financing smallholder processors and aggregators

4. Infrastructure-Enabled Manufacturing

- BPC providing competitive power to attract manufacturers
- BR developing rail corridors supporting heavy industry
- WUC ensuring water security for industrial clusters

5. SME and Informal Sector Integration

- CEDA financing supplier development programs
- LEA providing incubation for emerging manufacturers
- BDC supporting formalization and scale-up of successful enterprises

3.85 The manufacturing sector ecosystem represents a complex, interconnected network of actors, institutions, and enabling factors that collectively determine the sector's competitiveness and growth trajectory.

FIGURE 3. 14 : Structure Diagram of Manufacturing Industry Value Chain Ecosystem

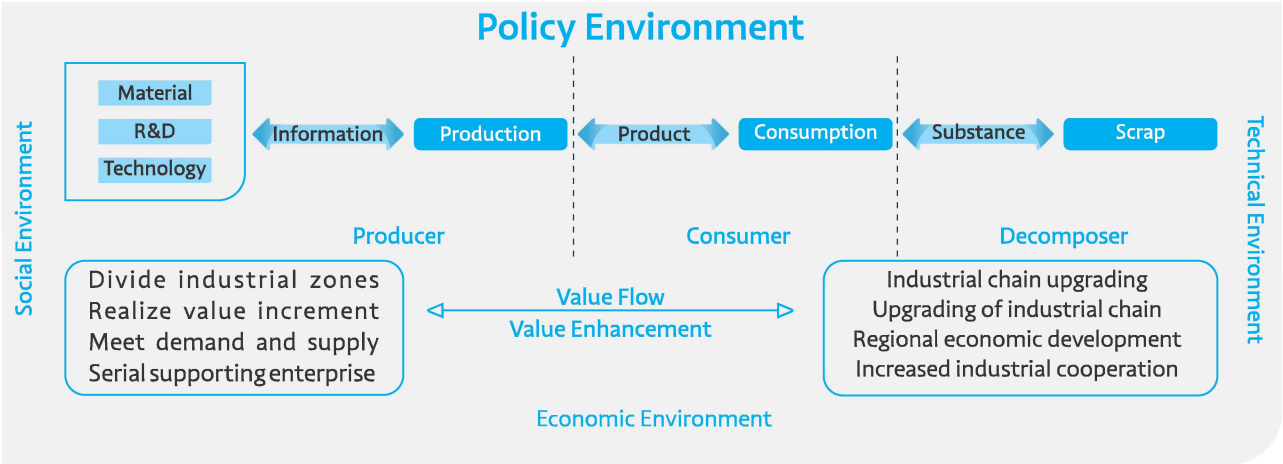


Figure 3. 15: Manufacturing Process Model Within Broader Industry Ecosystem

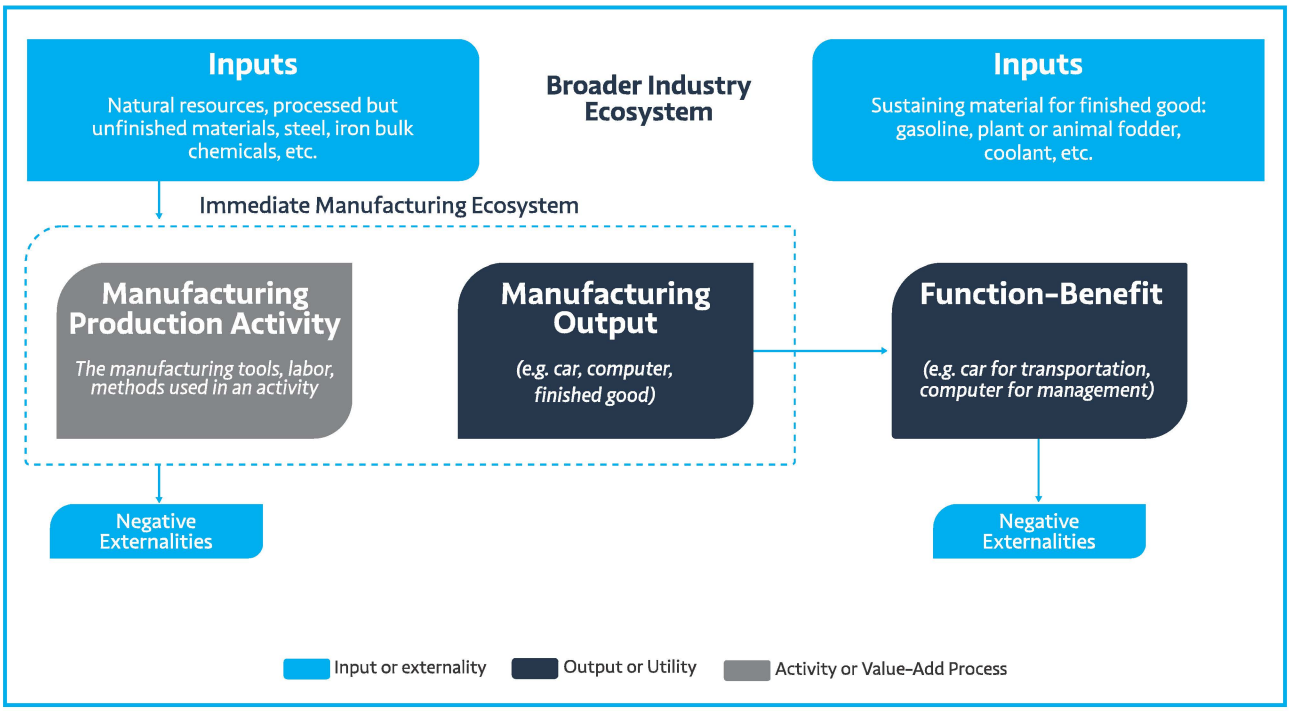


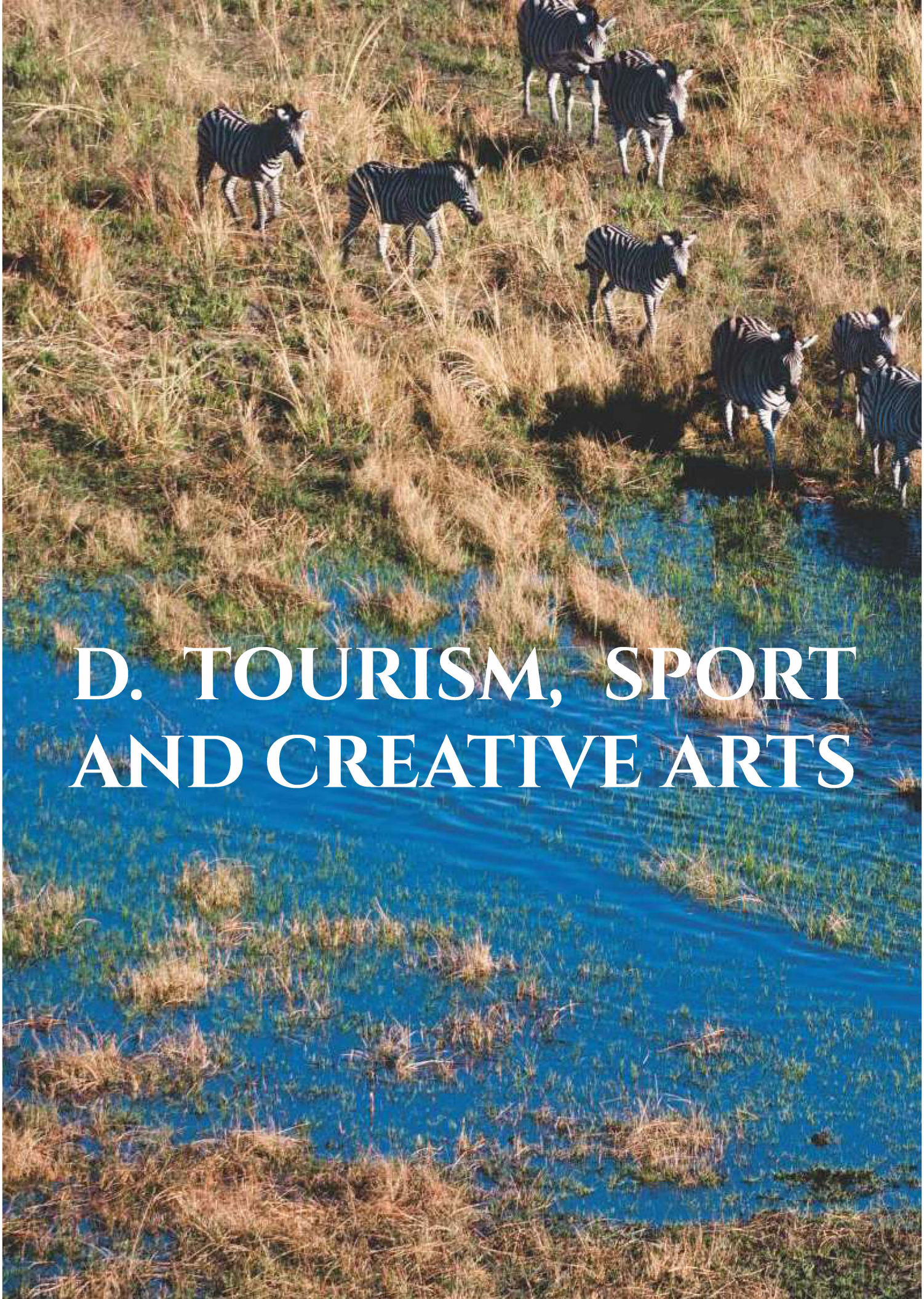
Table 3.5 : Result Logic For The Manufacturing Sector

SPECIFIC OBJECTIVES AND ACTIONS

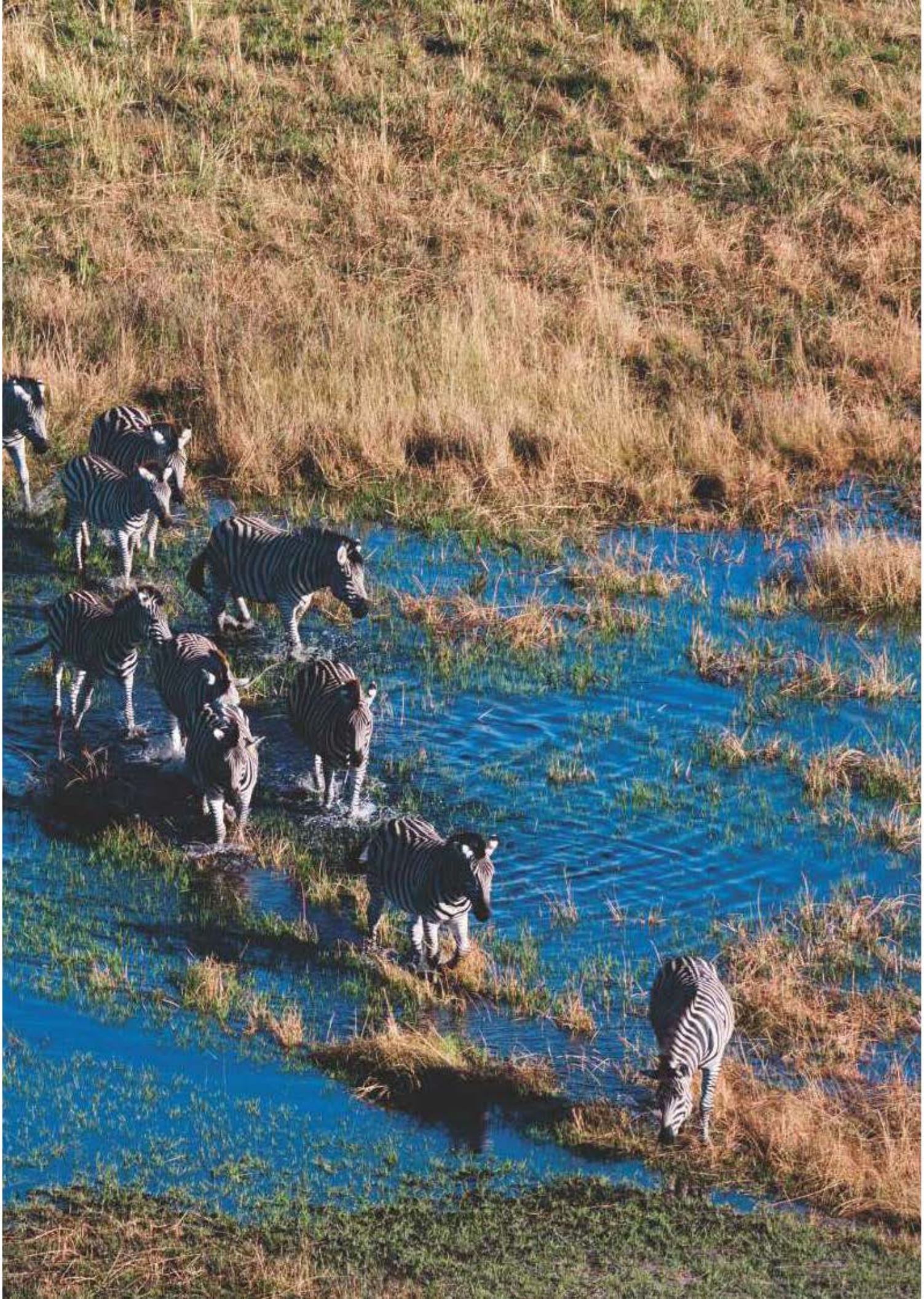
Case For Change	Input	Activities	Strategic Clusters/ Outcomes	Impact
Low GDP Contribution from Manufacturing Sector The manufacturing sector contributed an average of only 5.7% to GDP between 2016 and 2024, underscoring its modest role in the economy **High Import Dependency** Limited manufacturing capacity and technology result in high import dependency **Limited Economic Diversification** Manufacturing activity diversifies the economy, adds value to raw materials, create jobs, boosts exports, fosters innovation, strengthens sectoral linkages	**Manpower** (Appropriate, skilled and productive staff) **Public Sector Funds** (Provision of funding, resources, and appropriate facilitation by ministries, regulators, and state-owned entities) **Energy & Water Resources** (Reliable , Sustainable, and affordable electricity and water) **Private Sector Resources** (Resources from private investors and financiers) **Raw Materials** (Reliable access to raw materials) **Land Resources** (Suitable operational space) **Business Community and NGOs ecosystem** (support network and collaboration within the business community)	Modernise, Diversify and Expand **Apparel & Textiles** industry Undertake **large scale Agro-Processing projects** Upscale **SMME's start-up Support** Upscale **Mineral Processing** Expand **Steel Production** base Broaden **Chemical Manufacturing** Develop **Pharmaceuticals manufacturing base** Develop **Precision Engineering** industry Expand **Automotive Manufacturing industry** Develop **Clean Tech/ Battery Production** Strengthen **Intellectual Property Protection and Enforcement**	**Light Manufacturing & Domestic Ecosystem** Labour-intensive, process-driven, or assembly-based manufacturing **Resource Based & Heavy Industry** Transformation of raw material into heavy industrial goods **Hi-Tech/Sophisticated Manufacturing** Technology-intensive, advanced materials, clean technologies, or precision manufacturing **Enabling Policies** Coherent and supportive policy environment in which all relevant government ministries and agencies work in alignment toward common objectives of promoting ease of doing business ,intellectual property proction,innovation for the manufacturing sector **Skills Transformation** Transforming skills development and education pathways to align with industry needs, ensuring a ready, capable, and adaptable manufacturing workforce **Trade Facilitation** Enabling infrastructure including Special economic zones, industry support and incentive packages to ensure diversification, competitiveness of market penetration of locally produced goods **Manufacturing Funding Strategy** Hybrid financing model specifically designed to ensure adequate capital availability across all stages of manufacturing development.	**Percentage Share of Manufacturing Exports to Total Export** •From 11.2% in 2024 to 16.4% by 2030 excluding polished diamonds **% Contribution of manufacturing to GDP** •Expand manufacturing value added to GDP from 5.6% in 2024 to 9.4% by 2030 **Number of new manufacturing jobs** •From 45,864 as at 2024 to 73,405 by 2030 **Investment Value in BWP in the Manufacturing Sector (Excluding Polished Diamonds)** •from P1.546 billion in 2024 to P5.597 billion 2029 V **Manufacturing True North** **A resilient, globally competitive and export-oriented manufacturing base that transforms local potential into high-value goods fuelling sustainable growth, creating job opportunities, and anchoring Botswana as an industrialized, high-income nation**

CONCLUSION

The Manufacturing Sector is a key driver of economic diversification, value addition and job creation. The Plan prioritises developing competitive, export-oriented industries anchored on Botswana's resource endowments and energy opportunities.



D. TOURISM, SPORT AND CREATIVE ARTS



TOURISM SECTOR



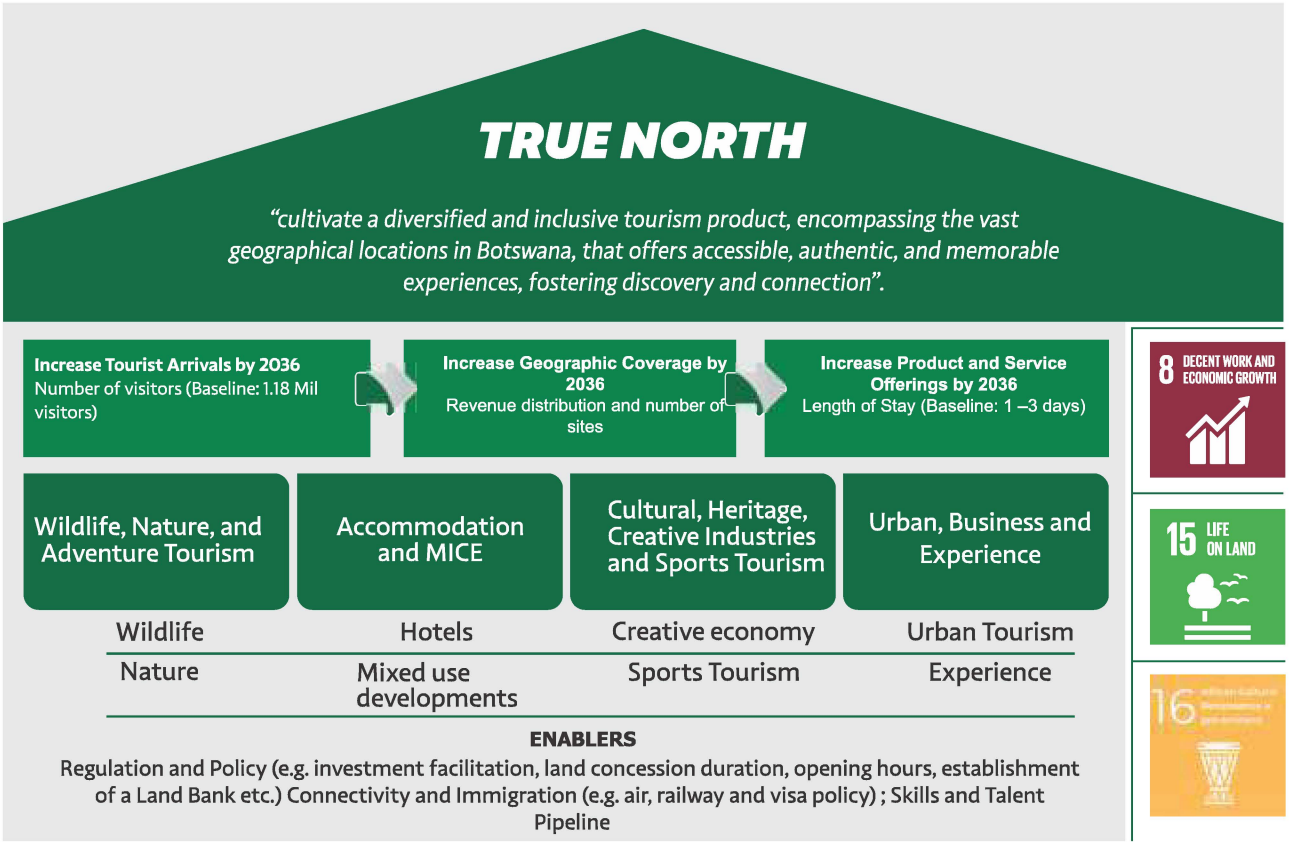
The Tourism Sector's True North is to *"cultivate a diversified and inclusive tourism product, encompassing the vast geographical locations in Botswana, that offers accessible, authentic, and memorable experiences, fostering discovery and connection".*

This will be anchored on:

- Wildlife and nature
- Accommodation and Meetings, Incentives Conferences and Exhibition (MICE)
- Cultural, heritage, creative industries and port tourism
- Urban business and experience



Figure 3. 16: House Chart For The Tourism Sector



Source: Ministry of Finance / National Planning Commission 2025

OVERVIEW

3.87 Botswana's tourism sector, renowned for its rich natural heritage and diverse wildlife is a vital component of the country's economy. It has the potential for greater contribution to transform the economy and propel it to a high-income status by 2036. Both its significant forward and backward inter-sectoral linkages make it an important sector to enhance revenue earning, job creation, and attraction of both domestic and foreign investment. Tourism is one of the biggest contributors to Botswana's economy. According to the Tourism Satellite Account (TSA 2019), the sector's contribution to GDP is estimated at 5.1 percent from 4.9 percent in 2016, which is slightly above the 2024/2025 target of 5 percent.

3.88 Government continues to invest heavily in several tourism related state-of-the-art infrastructure to derive economic growth and regional competitiveness. Major developments include the Kasane Kazungula Redevelopment project; the National Museum; Ntsweng Museum; The Three Dikgosi monuments; and Kasane, Maun and Sir Seretse Khama International Airports. Some of the tourism sites include Tsodilo Heritage, Okavango Delta, National Parks and Game Reserves; Chobe River and Sand dunes in the Kgalagadi area.

3.89 The tourism sector in Botswana had an estimated 1,444 accommodation facilities in 2024, with an estimated 17,180 rooms and 37,579 beds. The accommodation network has expanded at a compound annual growth rate of approximately 4.8 percent for rooms and 6.2 percent for beds from 2018 to 2024. If these trends continue through to 2030, national capacity is projected to reach roughly 22,780 rooms and 53,930 beds, an increase of 32 percent and 44 percent respectively, over the 2024 baseline.

3.90 The Botswana Monthly Tourism and Hospitality Survey (BMTHS) of 2024 point out that the tourism industry employs 50,535 people. The workforce is projected to grow by 28 percent to 64,644 by 2029/2030 with interventions outlined in NDP 12, such as destination diversification, skills development programmes, and strengthened public-private partnerships. The growth will drive inclusive economic growth and expand opportunities for our youth.

3.91 Since 2018, the tourism sector has collaborated with partners such as the EU, UN Tourism, UNWTO, JICA, Statistics Botswana, GIZ and KAZA on issues like community-run projects, development of the National Tourism Strategy and Master Plan, youth skills development and market-linkage programmes. The partnerships aimed to drive inclusive economic growth, create opportunities and ensure environmental stewardship in Botswana's tourism transformation.

3.92 The sector is also collaborating with UNDP through the biodiversity financing (BIOFIN) project to develop the Botswana Resources Mobilisation Strategy and Partnership Plan. One of the solutions in the strategy is the development of online park fees revenue system that would have capacity to process online bookings. The process to develop the system has commenced and will be operational during the NDP 12.

A tourism leakage study conducted by BIDPA indicates that a total of BWP 13.3 billion is spent on inputs and other goods and services required to give a tourist an experience. Of this amount, about BWP 5.5 billion is used to procure goods and services locally while a huge amount of BWP 7.9 billion leaks out of the country as payments for importation of goods and services.

MAJOR CHALLENGES

Entry and Connectivity

- Restrictive immigration policy and regimes hinder Botswana's openness to the world;
- Inadequate critical infrastructure to facilitate accessibility and connectivity, such as the development of the national blue route for tourism – linking new and existing tourism attractions;
- Lack of adequate connectivity in rural districts and key tourism locations impacts the communication;
- Marketing and booking efficiency of tourism/hospitality enterprises, which calls for the need to investment in technology & innovation in the tourism sector;
- Lack of comprehensive information on the domestic tourism environment makes it difficult to assess the progress of national tourism development goals and targets;
- Outdated Tourism Satellite Account (TSA), resulting in limitations in data-driven decision-making based on tourist characteristics, trends, behaviour, and satisfaction with tourism in Botswana (NTS-MP);
- Limited data and research on value chain activities and value creation.

Diversification of Offerings

- Inadequate product range and diversity;
- Limited brand equity and inadequate marketing;
- Limited citizen participation in tourism;
- Limited awareness of benefits from the tourism sector among the local communities;
- Inadequate resource funding.

Investment Barriers

- Fragmented land allocation;
- Lengthy procurement processes, inadequate implementation capacity, weak contract enforcement and contractual disputes;
- Restrictive institutional and regulatory framework for protected area management;
- Lack of synergies in the legal instruments directly and indirectly governing the tourism sector;
- Inadequately resourced Tourism coordinating institutions.

Capacity Constraints

- Limited customer service skills;
- Limitations in human resource capacity, skills and service delivery, including improvement of the management capabilities of CBNRM committees.



MEGA TRENDS, OPPORTUNITIES AND THREATS

MEGA TRENDS

- **Global Shift Toward Experiential Travel;** Cultural experiences dominated travel bookings in 2023 globally, with museums, monuments, traditional accommodation and galleries leading the way at 60 percent. City walking tours (55 percent) also saw a surge in popularity, reflecting the desire for deeper engagement with destinations.

- **Youth Driven Travel;** 42 percent of Gen-Z (people born between 1997 and 2012) plan their vacations inspired by the short videos they see on platforms like TikTok, YouTube and Instagram.

- **Climate-Conscious Tourism;** with rising awareness of climate change, travelers are gravitating toward destinations that prioritize sustainability. Botswana's conservation legacy and low-impact tourism model align well with this trend, but demand proactive climate adaptation strategies.

- **Health and Wellness Tourism;** Post-pandemic, wellness retreats, nature therapy, and spiritual tourism are gaining traction. Botswana's serene landscapes and cultural healing traditions offer untapped potential in this niche.

- **Creative Economy Integration;** The fusion of tourism with creative arts: film, fashion, music, and design: can elevate Botswana's global brand and diversify its offerings beyond wildlife and nature.

OPPORTUNITIES

- Botswana offers world-renowned natural and cultural assets like the Okavango Delta and Tsodilo Hills, positioning it for high-value, low-impact tourism.

- Vast swaths of the country remain underdeveloped. This represents clear opportunities for expansion into more inclusive, community-driven tourism.

- **Extensive protected areas, rich Cultural Heritage and Authentic Indigenous Tourism:** These sites offer unique visitor experiences but remain largely underutilized.

- **Eco-Luxury and Conservation Lodges;** High-end travellers are willing to pay for exclusivity and sustainability. Botswana can expand its portfolio of eco-luxury accommodations that support conservation and community development.

- **Green Infrastructure Financing;** Accessing climate finance and green bonds can support the development of sustainable tourism infrastructure, especially in ecologically sensitive areas.

- **Cross-Border Cultural Festivals;** Regional collaborations on music, dance, and food festivals can boost arrivals and foster cultural diplomacy.

THREATS

- **Climate Vulnerability and Ecosystem Stress;** Botswana's tourism depends heavily on fragile ecosystems. Droughts, floods, and biodiversity loss could disrupt operations and reduce destination appeal.

- **Global Economic Volatility;** Economic downturns, inflation, and currency fluctuations in source markets may reduce discretionary travel spending.

- **Geopolitical Instability in the Region;** Political unrest or security concerns in neighboring countries could affect regional tourism flows and investor confidence.

- **Overdependence on Wildlife-Based Tourism;** A narrow focus on safari tourism risks stagnation in tourism growth. Diversification into cultural, adventure, and urban tourism is essential for resilience.

- **Digital Divide and Cybersecurity Risks;** As tourism digitizes, gaps in digital literacy and infrastructure could exclude rural communities and expose operators to cyber threats.



STRATEGIES FOR NDP 12

Enabling Environment

- Strengthen governance and institutional structures, review of regulatory framework, improve statistics and market intelligence as well as facilitate funding necessary for tourism investment. Priority will be given to the following:

- Review and harmonise the legal framework supporting the tourism sector. These will include amongst others, Botswana Tourism Organisation Act (2009), Tourism Act (2009), Food Control Act (1993), National Arts Council of Botswana (2020), Building Control Act (1962), Town & Country Planning Act (2013), Data Protection Act (2018), Immigration Act (2010), and Monuments & Relics Act (2001).

- Streamline fragmented land allocation functions to facilitate efficient allocation for the tourism sector.

- Development and Implementation of Service excellence strategy and tourism sector performance and Quality standards

- Tourism coordinating entities will be strengthened to close current human, financial and legal enforcement capacity constraints in relation to their mandate. Further, during NDP 12, Government will consider the privatisation of Management of Wildlife Resources to enhance efficiency and effectiveness for optimal revenue generation and job creation.

- Establish a Tourism Equity Fund to increase citizen and community participation in the tourism value chain. Additionally, collaboration with private financiers will be strengthened to eliminate barriers to access to finance which still exist among Small, Medium and Micro Enterprises (SMMEs).

- Improvement of tourism statistics systems, data collection, compilation and dissemination of tourism information to improve performance monitoring of the tourism sector. This will be done through harmonization of tools, methodologies, concepts and definitions applied in the production of official statistics in the sector coordinated by Statistics Botswana. Digitization and integration of information management systems across the sector will be enhanced.

- Develop and implement the Service Excellence Strategy to create a "tourism culture" in the country.

- Strengthen collaboration between the academic institutions and the industry to address service delivery within the tourism sector.

- Modernize and streamline immigration systems through comprehensive visa regime reform, rollout of digital processing via the agile Labour and Migration System, enhanced international communication through platforms like the IATA portal, and targeted collaboration with diplomatic partners to pursue visa abolition agreements.

Marketing and Branding

- Develop and implement major interventions geared towards positioning Botswana as a tourism destination of choice, which include destination marketing and branding strategy.
- Strengthen resilience through economic diversification and export promotion.

Product Development and Diversification

- Focus will be on diversification of the tourism sector by products and location. This will be attained through full land servicing, inclusive of ICT in the identified and prioritised sites within Tourism Development Areas (TDAs).

- Four (4) monuments and museums will be developed while land servicing in Gaborone and Shashe Dams for the development of accommodation and leisure facilities will be prioritised and aligned to the prioritised TDAs through social corporate responsibility and joint partnerships from the private sector.

- Packaging the story of mining such as; the Diamond Museum and extension of the Game Parks in Orapa and Jwaneng, under the Debswana's Orapa Today, Boteti Tomorrow (OTBT) programme, old mines like the BCL in Selebi-Phikwe that could be availed to the private sector and the Community-Based Organisations (CBOs) for redevelopment into tourist destinations (or mining museums) to increase the length of stay of visitors.

- Promote Botswana as an agro-tourist destination, both internationally and locally leveraging on our indigenous agricultural products and concepts such as Mosi cattle breed and farm stays and tours.

- Strengthen inter-sectoral linkages between manufacturing and tourism. Development of the manufacturing sector will be key to unlocking value chain opportunities.

- In line with the MICE strategy, Botswana will continue to promote herself as a MICE destination, through the development of green eco-conscious world class convention centres and high-end sports events such as Athletics Golden

• Promote Botswana as a place-brand with a strengthened identity.

Infrastructure and Support Services

• Emphasis during NDP 12 will be on accessibility to existing and developing integrated infrastructure network (air, road, rail and ICT) through various funding models such as Public Private Partnerships (PPP) and Official Development Assistance (ODA) to create an enabling environment for private sector investment.

• Establish long-haul aircraft operation for air Botswana, upgrading Aviation facilities, improve tourist routes network.

• Improve internet accessibility in all TDAs, domestic booking system, develop an end-to-end Tourists enterprise license application system and develop integrated information management systems.

• Improve tourist routes network in 4 regions targeting Gudigwa-Kachikau connecting TDA 4 and 6, Letlhakeng-Khutse Game Reserve in TDA 1, Rakops-CKGR-Kang connecting TDA 8 and 3 and Ghanzi-CKGR in TDA 7.

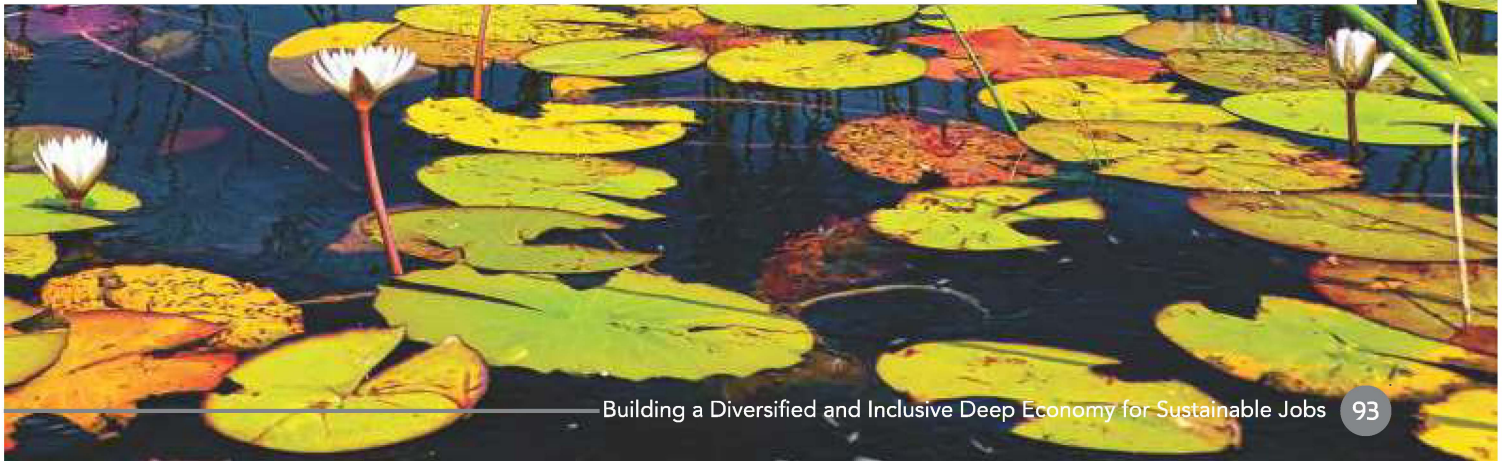
Table 3.5: Results Logic for the Tourism Sector

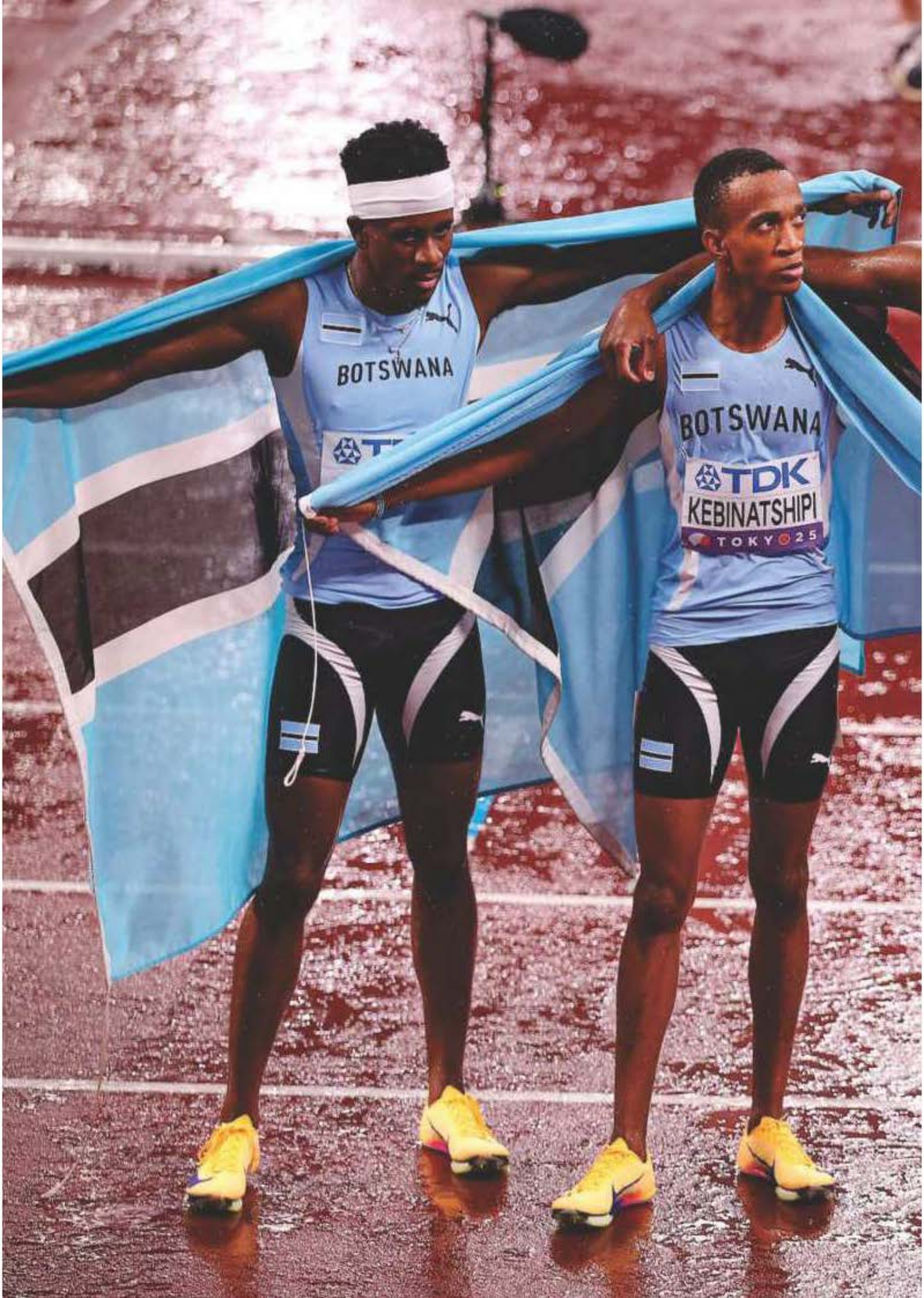
Case For Change	Input	Activities	Strategies Clusters/Outcomes	Impact
a. Limited accessibility and connectivity barriers Restrictive visa processes, inadequate flight connections, and low global visibility hinder Botswana's ability to compete with visa-free countries **b. Over-reliance on a narrow tourism offering** Tourism is heavily concentrated on high-value wildlife safaris, with limited diversification into cultural, MICE, or urban tourism **c. Investment Barriers** Lengthy, opaque processes for land concessions, infrastructure approvals, and project facilitation deter tourism investments	**a. Government Institutions** (Ministries, regulators, and parastatals) **b. Private Sector Players** (Partners shaping demand-driven skills and work pathways) **c. Industry Associations** (Represent industry interests, advocate for policy reforms, set service standards)	1 Scoping of Tourism Development Areas 2 Development of New Tourism Products 3 Development of Prioritised sites in TDAs 4 Develop & Implement Service Excellence Strategy 5 Registration & Regulation of Industry Practitioners 6 Assessment of Licensed Tourist Enterprises 7 Establishment of Tourism Equity Fund 8 Review Legislation Supporting the Tourism Sector 9 Development of ICT Systems for Tourism Real Time Data 10 Establish a Market Intelligence Unit 11 Reform Tourism Institutions 12 Develop & Implement a Tourism Brand Strategy 13 Lease to Procure Long Haul Aircraft 14 Improvement of Airport Infrastructure 15 Conduct Feasibility Studies to improve Tourism Routes 16 Citizen Capacity Building Programmes on Tourism Opportunities 17 Reserve and Allocate Tourism Land to Citizens 18 Develop and Implement Tourism Value Chain Strategy	**a. Product Development & Diversification** Spread the benefits of tourism more widely, diversify the product range, engage local communities and increase the average length-of-stay and expenditure **b. Enabling Environment** Better coordinated Governance System that Facilitate growth and stimulate the necessary levels of investment in strengthening and diversifying the tourism product. **c. Enhanced Marketing & Branding** A clear identification of the future growth markets that help shape the tourism product development and diversification strategy **d. Improved Infrastructure & Support Services** Better air access, upgraded roads to serve key TDAs and better provision of essential utilities	**a. Increase Tourist Arrivals to 2.70 Mil by 2033** Number of visitors (Baseline: 1.18 Mil visitors in 2023) **b. Increase Tourism Contribution to GDP to 4.2% by 2030** Percentage of GDP (Baseline: 1.8% in 2024) **c. Product and Service Offerings by 2033** Increase Average Length of Stay to 7.9 nights (Baseline: 6.3 nights in 2024) V **6. Tourism True North** **A diversified and inclusive tourism product, encompassing the vast geographical locations in Botswana, that offers accessible, authentic, and memorable experiences fostering discovery and connection**

Source: Ministry of Finance / National Planning Commission 2025

CONCLUSION

3.93 Botswana aims to reposition its tourism sector to drive inclusive growth, job creation, and sustainable development. Key reforms will enhance infrastructure, service quality, and cross-sector integration. Institutional capacity and citizen participation will be strengthened through initiatives like the Tourism Equity Fund. The overarching goal is to increase tourist arrivals, lengthen stays, and raise tourism's GDP contribution, establishing Botswana as a globally competitive destination for authentic, high-value experiences.




BOTSWANA
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SPORT AND CREATIVE ARTS

The True North for the Sports and Creative is *"Botswana will be a global hub for sports, culture and creative industries, where talent thrives for individual and sustainable economic prosperity".*

For this to be achieved, emphasis will be placed on:

- Sector sustainability;
- Stakeholder partnerships; and,
- Cultural heritage, Creative industries and Sport tourism.

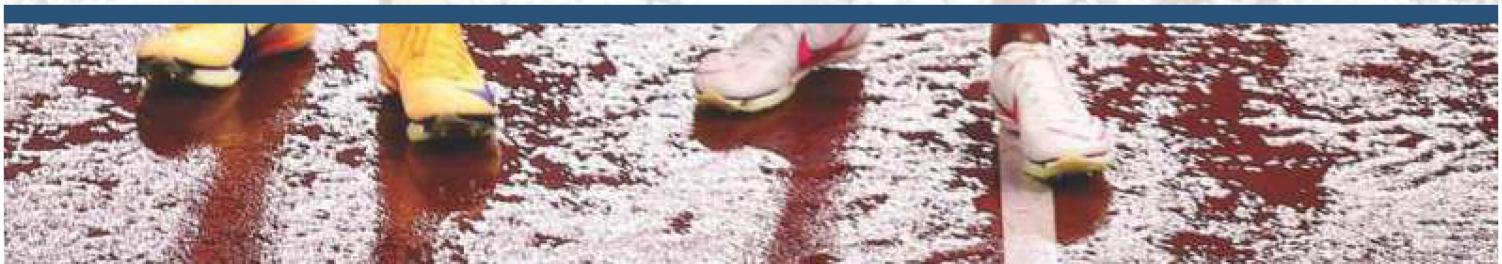
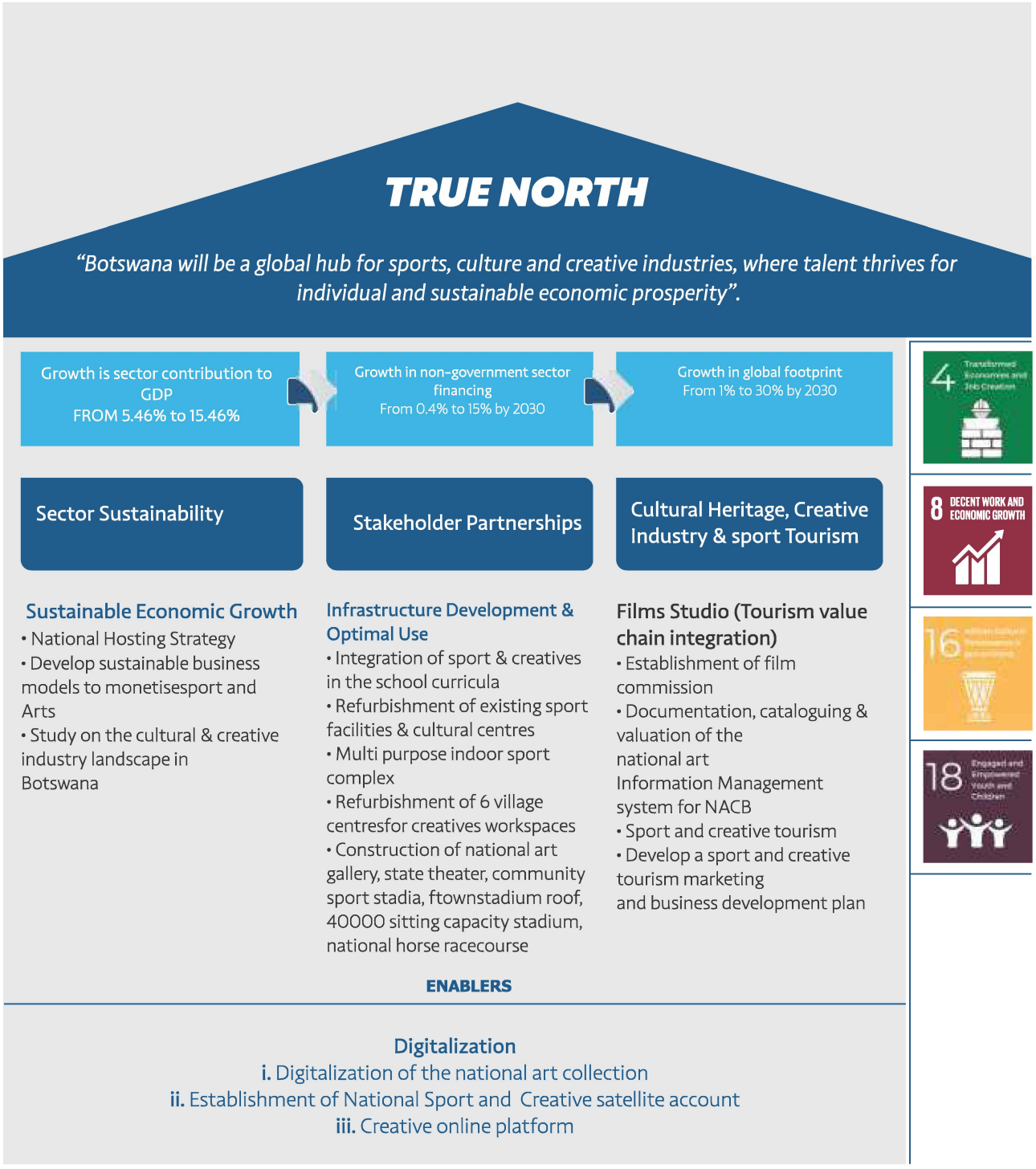


Figure 3. 17 : House Chart for the Sport and Creative Arts Sector



Source: National Planning Commission 2025

OVERVIEW

3.95 In its quest to diversify the economy, Botswana is making deliberate efforts to invest in sectors which show potential for economic growth and job creation, one of them being the Sport and Creative Industry (SCI). Globally the SCI is recognised as having potential to contribute significantly to economic growth. In developing countries, the SCI is reported to contribute between 0.5 percent to 7.3 percent, to Gross Domestic Product (GDP) and employ between 0.5 percent and 12.5 percent of the workforce.



3.96 The sub-sector comprises many activities, including different sporting codes (football, volleyball, cycling and others), as well as radio, music, arts, culture, film, and entertainment. Although its contribution to GDP has been marginal, averaging less than one (1) percent per annum, the sector registered growth of 4.3 percent in 2023, up from 3.3 percent in 2022. It is anticipated that the sector will maintain a strong growth of above 5.0 percent during the NDP 12 period. Growth in this sector will be supported by the National Arts Council, which was established in 2020 and increased investment in infrastructure for the creative arts and sports development. Momentum has already begun with the budget for 2024/25 through an increase in expenditure allocation by 31.7 percent for sport development and 58.8 percent for creative arts (2024 Budget Speech). During the NDP 12 period, the rollout of the SmartBots Village Connectivity project is anticipated to facilitate the creative industry through connection to high-speed internet and developed network infrastructure.

3.97 Botswana is widely recognised for her rich talent and creativity in both arts and sport, with icons such as Letsile Tebogo, Amantle Montsho, Moreetsi Gabang, Donald Molosi, Mpho Sebina, Kaone Kario, Lesego Chombo, Lerato Motshwarakgole and many others gaining international recognition. The country also has a rich and diverse cultural heritage which remains mostly untapped. Government has identified the culture and creative industries as key drivers of economic growth, cultural preservation and social transformation. Consequently, policies, legal frameworks and legislative measures are being updated to support the sector's growth.

3.98 The progress of our athletes was further demonstrated when Batswana set the African Continent Record and improved Personal Best in both the 200m and 4x400m relay Men's Finals. The incentives provided to the athletes, including financial support and other resources, will serve as a catalyst for further growth. These efforts contribute to positioning Botswana as a hub for Meetings, Incentives, Conferences and Exhibitions (MICE), bringing associated benefits to the country, such as international co-productions, cinema screen access for local films, content exportation, promotion and preservation of Botswana culture and heritage film productions.

3.99 However, the industry remains underdeveloped due to the lack of a modern, comprehensive policy framework that supports local content, underinvestment, suboptimal infrastructure development, and relevant technology.

MAJOR CHALLENGES

Sport

- Decline in women's representation at both national and international level – Despite overall improvement in sport performance, there has been a noticeable decline in the representation of women particularly in elite competitions, as recently witnessed at the Paris 2024 Olympic Games.

- Women remain under-represented in decision-making positions within sports organisations, leading to a lack of gender-sensitive governance, policies and programmes.

- Inadequate support structures for women, as well as lack of targeted programmes and resources to support the development of female athletes, coaches and administrators, contributing to their under-representation in these areas.

- Lack of effective sport regulation by the Botswana National Sport Commission (BNSC) negatively impacts national sport development in the country. This is aggravated by the lack of role clarity between implementing Agencies, which has led to ambiguity in the execution of elite versus developmental sport activities, hence the need to review the Botswana National Sport Commission Act with a view to improving regulation.

- Inadequate inclusion of Sport and Arts in the curricula.

- Insufficient funding from both the public and private sector to finance grassroots development, national teams, National Sport Association Club leagues and tournaments, capacity building, development projects and the hosting of major

- Substance abuse is an on-going concern requiring preventative as well as curative measures. The rise in the number of doping cases is indicative of this: nine (9) cases were recorded during the NDP 11 period as compared to six (6) in NDP 10.
- Insufficient monitoring of projects and programmes.
- Prolonged suspension of school sports, which hampers talent discovery.
- Shortage of qualified coaches to develop well-rounded athletes.
- Inadequate, dilapidated and inaccessible sporting facilities.

Creative Industry

Limited and outdated legislation – Botswana's current legislation and policy framework for arts and culture is limited and outdated, failing to address the evolving needs of the Cultural and Creative Industries (CCI). The existing laws and policies do not provide a conducive environment for growth and innovation within the sector, and the implementation structures are fragmented, limiting the overall impact of Government initiatives.

Inadequate funding – Funding remains a significant barrier as limited financial resources hamper the growth and development of Botswana's creative arts and film industries.

Inadequate infrastructure – Lack of purpose-built infrastructure, such as creative hubs, performance venues and dedicated production facilities, further limits the sector's growth. This gap restricts cultural expression, stifles the development of local talent and reduces tourism potential.

Insufficient private-sector involvement – Private sector's involvement in the Sector is minimal, with little investment in creative platforms or infrastructure development.

MEGA TRENDS, OPPORTUNITIES AND THREATS

MEGA TRENDS

E-sports and Gaming

3.100 E-sports is a prime example of where sports and creativity meet. With a global audience expected to surpass 640 million by 2025, esports combine competitive gaming with creative content, drawing in traditional sports fans and new audiences alike. Regions like Asia-Pacific are leading the charge, with major investments in infrastructure and talent development.

Sports Documentaries and Content

3.101 The rise of sports documentaries, like "The Last Dance" about Michael Jordan, has captured audiences worldwide. This trend highlights the storytelling potential within sports, blending narrative creativity with real-life drama. North America and Europe are hotspots for producing high-quality sports content that reaches global audiences.

Music and Sports Collaborations

3.102 Music and sports partnerships are thriving, with athletes and teams collaborating with musicians for events, theme songs, and promotional content. This synergy is particularly notable in Latin America, where the cultural connection between music and sports is deeply rooted.

Fashion and Sports Apparel

3.103 The fusion of fashion and sports is evident in the athleisure trend, where sportswear becomes everyday fashion. Brands are collaborating with athletes and designers to create stylish, functional apparel. This trend is strong in Europe and North America, where fashion capitals influence sportswear design.

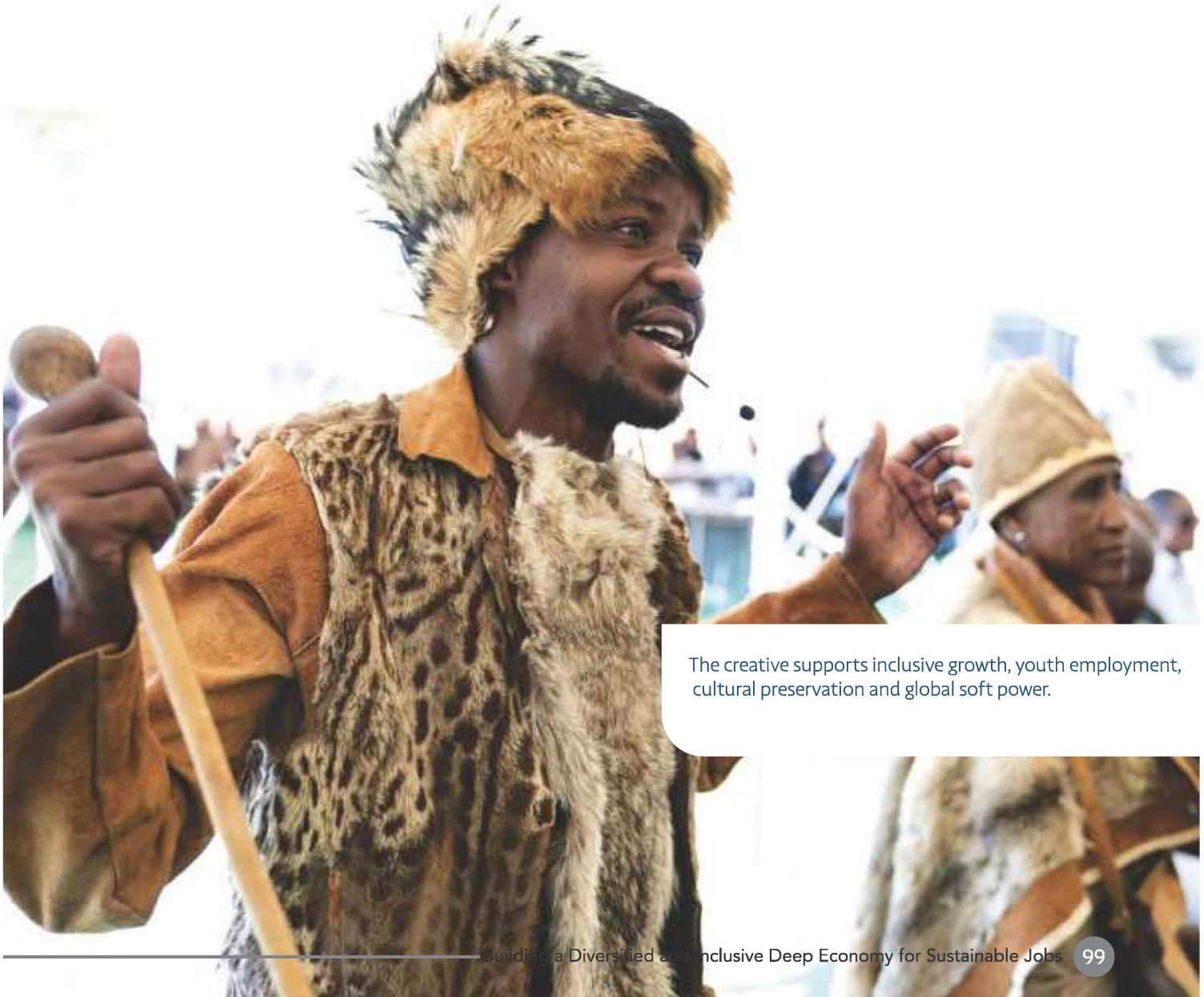
OPPORTUNITIES

- Public Support to attain Sector sustainability;
- Medalists and Botswana positive global brand;
- Legislative and Policy Advancements;
- Increased Private Sector Investment;
- Global demand for CCI products and services;
- Education, Tourism and Creative Industry Synergy;
- Community empowerment structures (e.g., trusts, associations);
- Community cultural organisations, e.g., Domboshaba;
- PPP for infrastructure development;
- Establishment of Creative Arts and Film Fund – underway;
- Targeted gender inclusion programmes; and

Inter-ministerial collaborative partnerships to fulfil objectives/goals

THREATS

- Uncertain global and national economic trends
- Migration of sport persons and creatives
- Restrictive legislation
- Poor stakeholder coordination
- Outdated policies and legal frameworks governing the CCI
- Bureaucratic delays and policy implementation gaps
- Limited Consumer Demand and Market Size
- Weak Enforcement in Intellectual Property Rights
- Limited private sector investment/ participation
- Dependency on Government Subvention
- Doping Scandals affect image
- Weak/non-existent inter-ministerial collaborations
- Silos operating system in government organs with unclear or overlapping roles responsibilities an
- Unclear value chain analysis and placemen.



The creative supports inclusive growth, youth employment, cultural preservation and global soft power.

STRATEGIES FOR NDP 12

CROSS-CUTTING STRATEGIES

- Review and development of legislation and policies
- Development and maintenance of infrastructure
- Research and development

Sporting Industry Strategies

a) Promotion of Sport Excellence

3.104 This will entail promoting mass participation in sport and recreation activities, re-introduction of school sport to conduct systematic talent identification and nurturing, invest in domestic leagues and tournaments; establishing District Sport Structures and High-Performance Centres; hosting school holiday sport camps; reviewing and resource centres of sport excellence; undertaking capacity building of coaches and other officials; increasing participation at continental and international competitions; utilising accredited sports science service providers; and developing inclusive sport programmes and investing in sport academies.

b) Strengthening the Sporting Industry

3.105 Establish the value of sport contribution to the economy, by developing state of the art sporting infrastructure, implement sports science approaches and conduct research in the area of sport. Bid for hosting high-level international competitions and promoting local-based community sport tourism events, sport marketing and events. Develop beneficiation guidelines for manufacturing Botswana's owned branded sport apparel and equipment as well as develop sport value chains.

c) Gender Mainstreaming in Sport

3.106 Address barriers to participation that disproportionately affect women and girls, including cultural, economic and infrastructural challenges. Enhance the visibility and recognition of female athletes, coaches and administrators. Develop gender-responsive policies and programmes that foster an inclusive sporting environment.

d) Development and Maintenance of Sporting Infrastructure

3.107 Development and refurbishment of Sport facilities is critical to support sport development programmes and initiatives. The country will focus on refurbishing the existing sporting infrastructure, develop community-based facilities for optimal use and for grassroot development to thrive. The athletics specific track facility and horse race course as a new product in Botswana will be developed to diversify the sport product and promote both international and domestic sport tourism.

3.108 Table 3.6 below depicts the current capacity per stadia which calls for state of the art facilities that meet international standards and attract foreign direct investment.

Table 3.6: Seating Capacity Per Stadia

STADIUM LOCATION	SITTING CAPACITY
Francistown	27 000
National Stadium	22000
Lobatse	20000
Masunga	5000
Molepolole	5000
Serowe	5000
Maun	5000

This therefore necessitates the construction of a forty thousand (40 000) capacity stadium to contribute to the country's MICE strategy.

e) Promotion of Partnerships

3.109 Advocate for long partnerships with the private sector to invest in sport development rather than interim pledges. The Government will facilitate Tax Rebates against investment made in the development of sport to form partnerships with the private sector. The Government will also make use of the international partners on bilateral agreements to foster development of sport in the country.

f) Develop And Review Policy and Legal Framework

3.110 To support the growth of the sport industries, several legislation and Policies will be reviewed while others will be developed to provide a conducive environment for the sector to thrive. These include sport governance instruments, regulations and enabling legal frameworks for private sector participation, Athletes Welfare Development Policy, Sport Funding guidelines, Sport Education Accreditation System and Sport Integrity instruments.

g) Sport Funding and Incentives

3.111 Establishment of Sport Fund for alternative funding of sport development at grass-roots and national level competitions through sport betting/sport lottery financing and financial sectors.

3.112The incentives funding model targets achievements according to four (4) outlined categories; (i) Qualification to Global Competitions, (ii) Appearance fees, (iii) Podium Finish in Global competitions such as Olympic and Games and World Championships, and (iv) Breaking of Records (national and international). The current annual budget for incentives is two million Pula which is projected to ten million Pula by 2030.

h) Youth And Recreation Centres

3.113 Government will develop inclusive environmentally friendly youth recreation centres/parks for physical activities, operating spaces to promote social empowerment, healthy well-being and reduce non-communicable diseases, illicit substance abuse.

i) Research

3.114 International Satellite Sport Account will be established to enable decision making for policy direction and formulation going forward. This will provide valid data on the contribution of sport in the economy, presented in terms of consumer spending, broadcasting, gross value-add and employment figures.

3.115 Sport related activities, for example, hosting of international sporting events, manufacturing and sale of sport apparels, sport betting, sport tourism represent a significant portion of the economy of a country. These activities have been taking place ever since the birth and revolution of sport in Botswana without necessarily quantifying its accurate contribution to GDP.

j) Promote Sport Tourism Driven Activities

3.116 Develop and promote sport related programmes and infrastructure which is essential for putting the country in a better position to bid and host international sanctioned sport events. A national hosting strategy will be developed to support sport tourism.

k) Facilitate Acquisition and Zoning of land for Sport

- Facilitate acquisition of serviced land and develop masterplan for potentially viable sporting infrastructure projects earmarked for private sector investment.

Creative Industry Strategies

3.117 Botswana's creative sector is evolving into a critical driver of economic diversification and sustainable development. It supports inclusive growth, youth employment, cultural preservation and global soft power. The strategies proposed under the Creative Industry include:

(a) Streaming platforms

- To enable artists to reach global audiences;
- The Sub-sector is gaining international recognition and contributes approximately 5.46 percent to GDP.

(b) Promoting and preserving arts, culture and heritage

- focusing on professionalisation and commercialisation of the Sector
- A supportive environment that actively supports Batswana creatives to commercialise and celebrate their heritage.

(c) Enhancing Innovation and Technology

- To promote and sell creative works, offering training in digital marketing and content production.

(d) Financial Incentives and Tax Relief

- National Creative Arts and Film Fund
- Introduction of tax rebates for local and international Film and TV productions
- Offer Tax Credits and Exemptions for investments and equipment used in projects.

(e) Intellectual Property and Regulation

- To enhance recognition and branding of Botswana's innovations, creations and ownership to curb piracy, counterfeiting and on-line infringements.

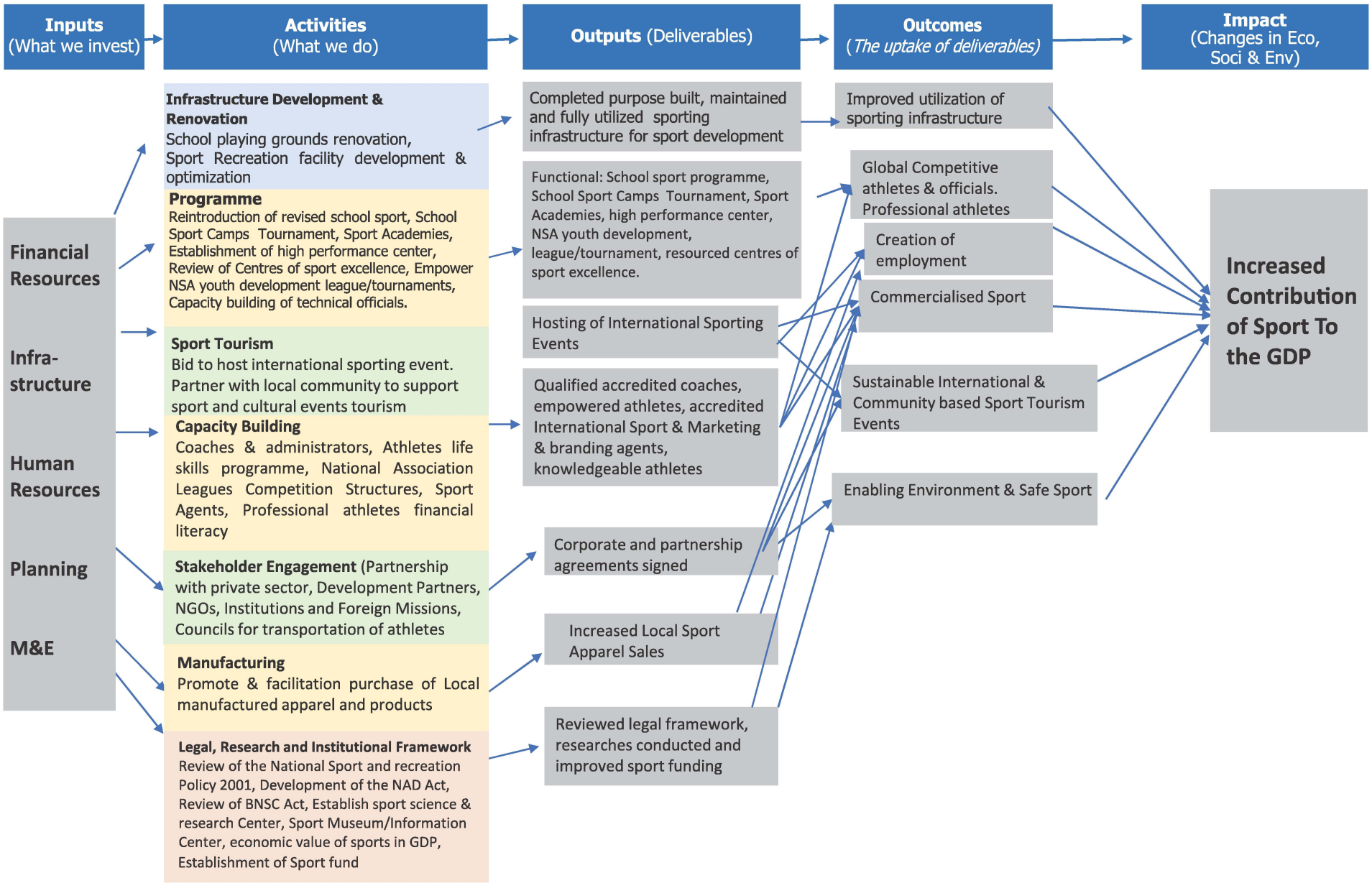
(f) Establishing a Film Commission

- A dedicated Film Commission will play a crucial role in developing a culture of film making in Botswana and regulating the Film and Television (TV) industry while promoting Botswana as a preferred filming destination.

CONCLUSION

The Sport and Creative Arts sector is required as a catalyst for youth empowerment, job creation and cultural identity. The Plan prioritises talent development, infrastructure and commercialisation of sport and creative industries to unblock economic value.

SPORT AND ATHLETE DEVELOPMENT INDUSTRY

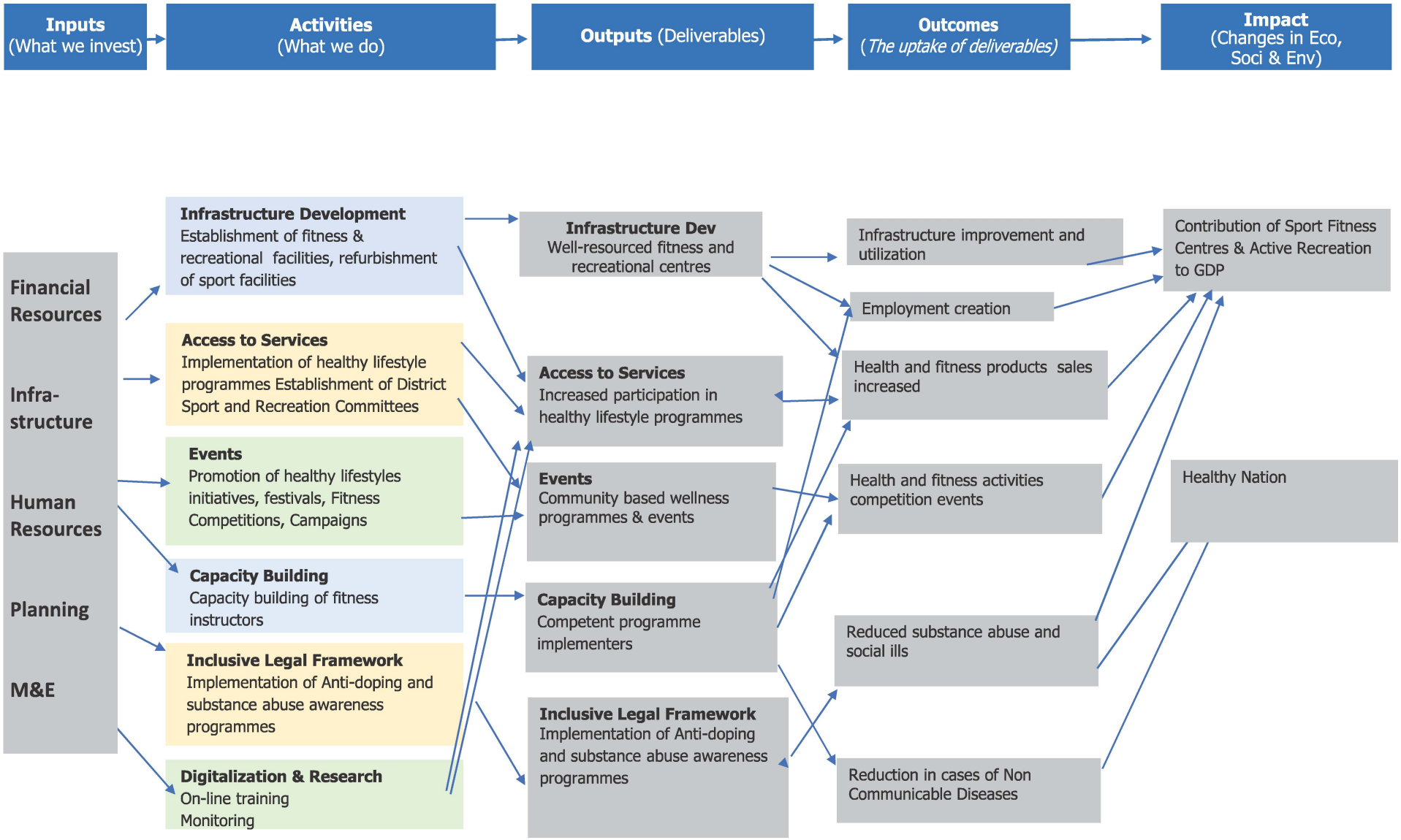


THEORY OF CHANGE TABLE

	Project Summary Indicators	Assumption/Risk	Intervention	
Impact (Changes in Eco, Soci & Env)	• Contribution of Sport to GDP	•% contribution of the sport to GDP		Develop an M&E framework for data collection and reporting Develop Sport Satellite Account
Outcome (*The uptake of deliverables*)	•Globally Competitiveness of athletes •Commercialised sport • Sustainable International & Community based Sport Tourism Events •Efficient utilisation of national assets, thriving and sport •Professional athletes	•Number and category of medals won by athletes and National teams at international, regional and continental level. •Percentage of athletes attaining podium finish at international competitions •World rankings of selected National teams, •Percentage growth of employment in sport. •Utilisation rate for sporting facilities •Sporting codes participating at international level	Assumptions: There are sufficient financial resources to support teams and athletes' participation in international competitions Risks; Outbreak of global pandemics •Losing athletes to other countries that offer them citizenship •Injuries •Doping and substance abuse •Non performance of contractors • Financial performance of the country`s inflows/revenue	•Engagement of the private sector to invest in sport development. •Insurance against losing income/revenue due to pandemics •Improved incentives elite athletes •Insurance against injuries •Education and awareness campaigns
Output (Deliverables)	•Qualified accredited coaches •Empowered athletes •Accredited International Sport & Marketing & branding agents •Legal and regulatory frameworks that enable & support sport growth. •Increased Local Sport Apparel Sales •Corporate agreement signed •Sporting Programmes •Purpose built facilities	•Number of accredited employed and exported coaches. •Number of technical officials officiating in international sporting events. •Employed number of accredited sport agents Number of regional and international Creative Industries events hosted •Review and formulated legislation, guidelines and efficiency •% percentage increase in local manufactured products and services & contribution to GDP •Sport programme uptake level •Utilization level for sporting infrastructure. •Sporting infrastructure complying with international standards •Number of junior athletes competing at international level	Assumptions:Support from International Sport Federations through availing instructors. •Stadium facilities for branding and marketing opportunities •Partner and make use of technical funding from international federations •Leverage on bilateral agreements for sport exchange programmes and education. Risks: doping possibilities Insufficient fund ng Competition for funding by different codes	•Ensure that the National Sporting Associations are in good standing with their International Bodies
Activities (What we do)	•Legal, Research and Institutional Framework •Stakeholder Engagement •Capacity Building •Sport tourism •Programme •Infrastructure Development & Renovation	•% Review of legal framework and policies •Policy and legislation alignment •Sustainable sport tourism event and economic contribution to value chain associated with event •% of programmes uptake and operational •Number of completed and maintained sport facilities.	Assumptions: •There is sufficient capacity to undertake all the activities Risks: •Incomplete projects •Deferred projects due to insufficient funds	•Conduct skills audit and fill all the identified gaps •Lobby private sector to finance and construct facilities
Input (What we invest)	•Financial Resources •Infrastructure •Human Resources •Planning •M&E	% of national budget allocated to sport % if human resources with requisite competencies	Assumptions: Risks: Diminishing national budget •Staff turnover	•Partnerships with the private sector

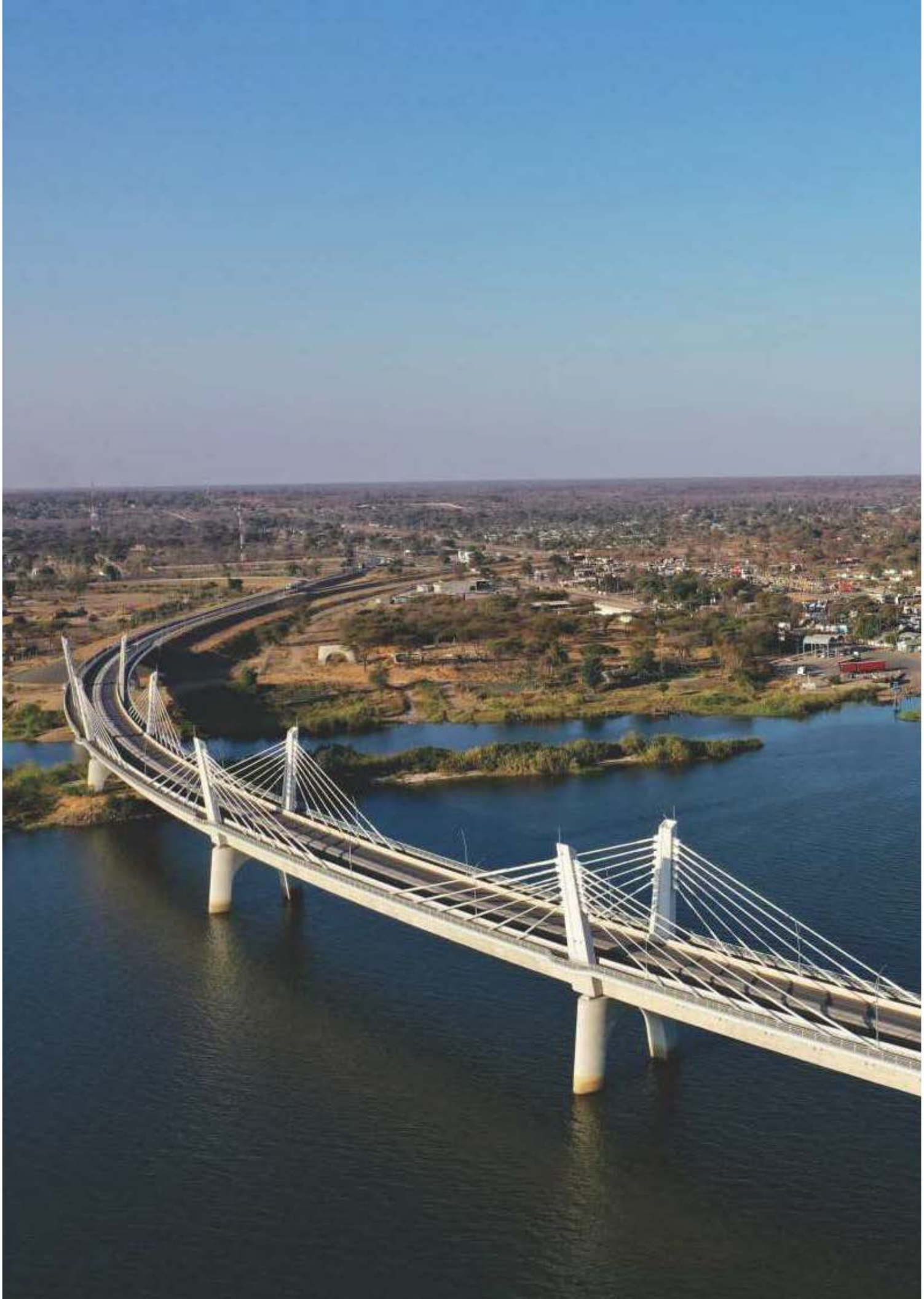
Source: Ministry of Finance / National Planning Commission 2025

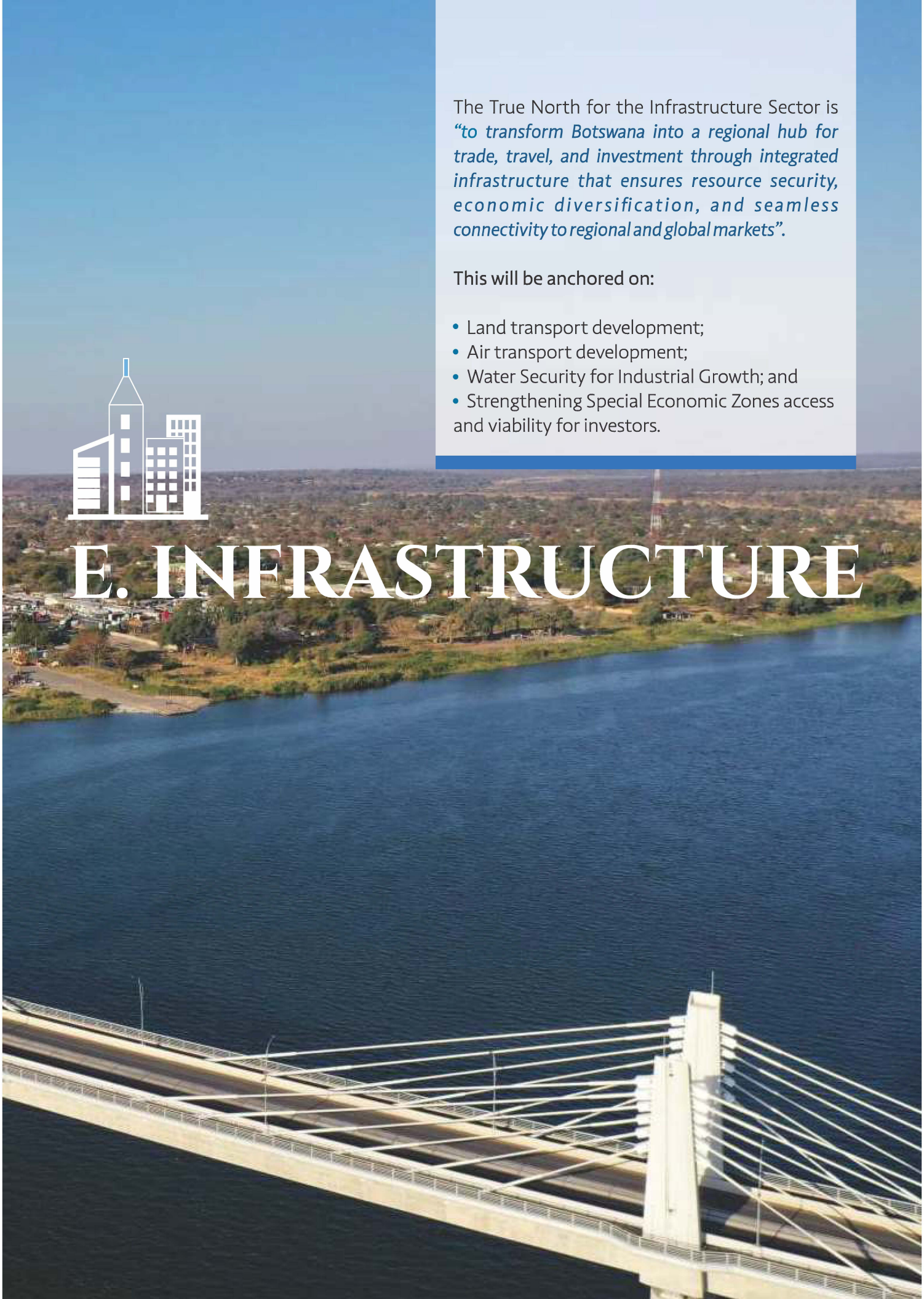
HEALTH WELLBEING AND PRODUCTIVE NATION



THEORY OF CHANGE TABLE

	Project Summary	Indicators	Assumption/Risk	Intervention
Impact (Changes in Eco, Soci & Env)	• Contribution of sport fitness centres and active recreation to GDP	• Contribution of fitness products and good purchasing to GDP • National budget invested in sport and recreation centres	• Decline is economic performance	- Online training
Outcome (*The uptake of deliverables)*	• Infrastructure improvement and utilization • Health and fitness activities competition events • Employment creation • Reduced substance abuse and social ills • Health and fitness products sales increased • Reduction in cases of Non Communicable Diseases	• Growth rate of fitness facilities e.g commercial gyms • Employment rate in the fitness centres • Increased sporting licensed products sales • % increase of fitness and recreation products consumers	• Emergent global pandemics • Unfordable products by ordinary people for commercial product	• On-line or video training • Organise small group training at home
Output (Deliverables)	• Increased participation in healthy lifestyle programmes • Community based wellness programmes & events • Well-resourced fitness centres • Competent programme implementers • Implementation of Anti-doping and substance abuse awareness programmes	• Number of community based organised fitness products , e.g marathons & contribution to GDP • Number of trained qualified and licensed fitness instructors • Contribution revenue incomes of hosting fitness competitions in community. • % adolescent children participation in recreation activities • Elderly people over 60yrs taking part in fitness activities	• Assumption is that, regular hosting of marathons and other events contribute significantly to other sectors such as transport, hotels, food stalls, informal sector etc • Possible injuries during events	• For injuries prevention, regular training is recommended
Activities (What we do)	• Establishment of fitness & recreational facilities, refurbishment of sport facilities • Capacity building of fitness instructors • Promotion of healthy lifestyles initiatives, festivals, Fitness Competitions • Implementation of healthy lifestyle programmes Establishment of District Sport and Recreation Committees • Implementation of Anti-doping and substance abuse awareness programmes	• % Sport National budget invested in construction of sport and recreation centres • Instructors equipped with fitness instructions skills • Number of Health and Fitness Committees formed in the Districts • % decline in use of illegal substances	• Opportunities for the trained instructors to formal employment. • Reduction in idling and increased investment in individual health	• None
Input (What we invest)	• Financial Resources • Infrastructure • Human Resources • Planning • M&E	• Total per capita expenditure on the fitness and recreation centres investment and returns.		





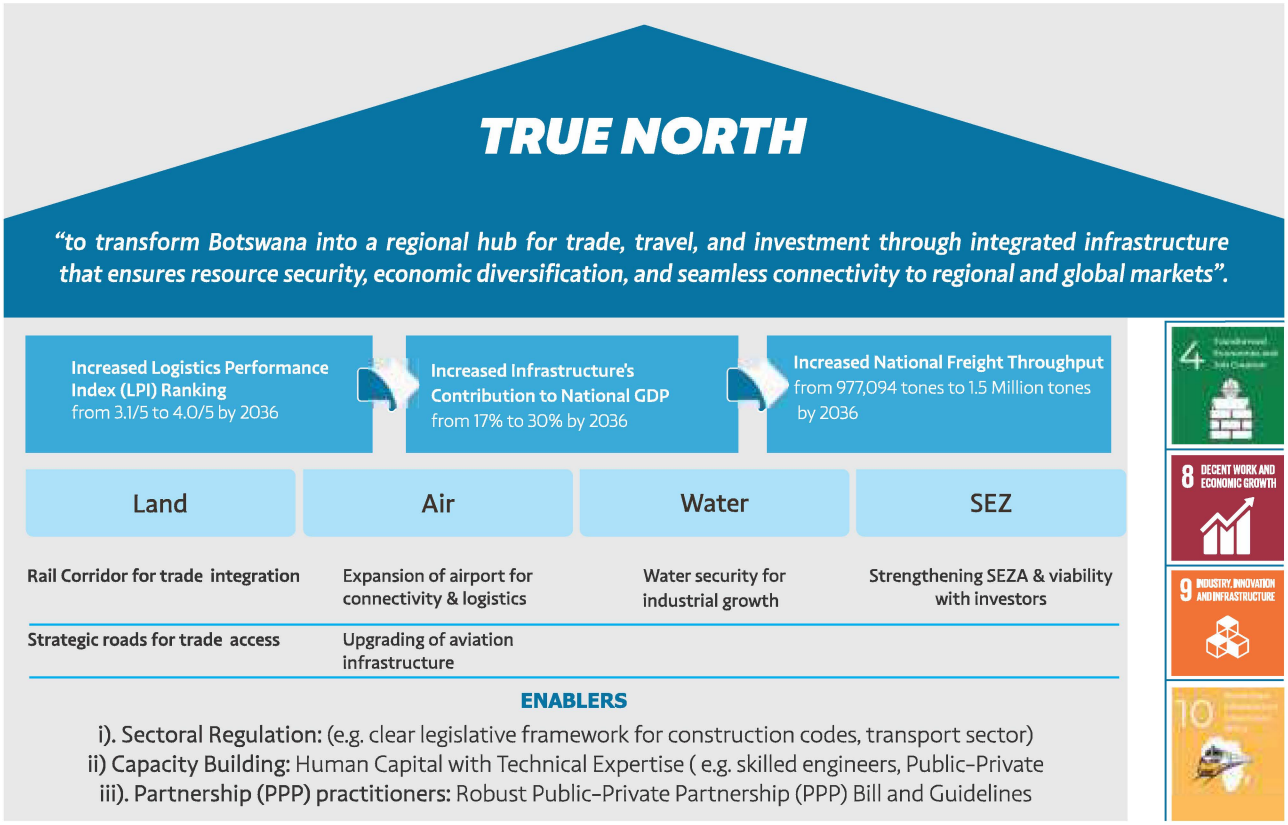
E. INFRASTRUCTURE

The True North for the Infrastructure Sector is *"to transform Botswana into a regional hub for trade, travel, and investment through integrated infrastructure that ensures resource security, economic diversification, and seamless connectivity to regional and global markets".*

This will be anchored on:

- Land transport development;
- Air transport development;
- Water Security for Industrial Growth; and
- Strengthening Special Economic Zones access and viability for investors.

Figure 3. 18 : House Chart For The Infrastructure Sector



Source: Ministry of Finance / National Planning Commission 2025

OVERVIEW

3.118 Botswana's strategic central location in Southern Africa uniquely positions the country as a gateway to regional markets, especially in sectors that leverage existing investments in mining, highway systems, and water infrastructure. This geographic advantage, combined with a stable policy environment, presents significant opportunities for private sector participation and foreign direct investment.

3.119 Priority investment areas include large-scale water infrastructure projects, transport and logistics networks, telecommunications systems, as well as value-added sectors such as horticultural production and agricultural processing.

3.120 Despite these opportunities, employment trends within the infrastructure sector have shown a decline, contributing approximately 2.7 percent to total employment in 2023, down from 4 percent in 2021. This underscores the need for renewed efforts to stimulate sector growth and improve employment outcomes through targeted infrastructure projects that have both direct and indirect job creation potential.

3.121 The Government remains committed to creating an enabling environment that fosters inclusive growth, enhances infrastructure delivery, and attracts sustainable investment for the benefit of all Batswana.

MAJOR CHALLENGES

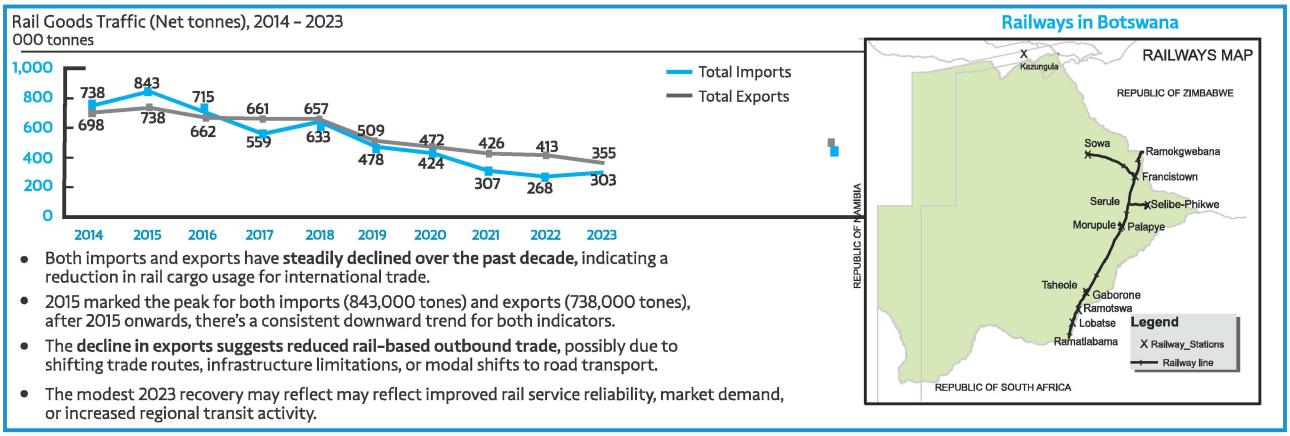
Rail

Limited Rail Infrastructures and Tonnage

3.122 The existing railway line in Botswana is seen only in the eastern side of Botswana where population is saturated. It runs from Ramatlabama to Varakaranga Border in Zimbabwe and is approximately 640km long. Rehabilitation of the mainline to meet modern safety, efficiency, and reliability standards is crucial. Deteriorating track conditions increase maintenance costs, slow down train speeds, constrain capacity and affect revenue generation. In addition, Botswana's rail freight volumes have declined since 2015, driven by reduced trade and rising road transport competition.

Figure 3.19 below depicts the picture of the existing rail infrastructure and the declining tonnage over the years.

Figure 3.19: Rail Infrastructure in Botswana



Source: Transport & Infrastructure Statistics Report 2023

3.123 The current legal instrument, that is the Botswana Railways (BR) Act (Chapter 70:01), only allows Botswana Railways to be the sole rail operator. There is a pressing need for reforms to separate rail infrastructure management from rail operations. This will enable Botswana to retain ownership of infrastructure while allowing multiple operators to provide rail services. This separation will lead to improved efficiency through competition and attract investment into both infrastructure and rolling stock. Furthermore, regulatory reforms will enhance governance, transparency, and long-term sustainability of the sector.

Water

High Water Scarcity

3.124 There is increasing and competing demands by various sectors of the economy, such as Tourism, Energy, Agriculture, Mining, Manufacturing, Environment, together with the domestic usage. The national water supply stands at 225Mm3 against the current 272Mm3 national demand, translating to water deficit of 17.3 percent. The demand is expected to increase to 340Mm3 per year by 2035, (National Water Master Plan Update, 2018).

3.125 Pre-dominantly, areas around urban centres, which are rapidly growing, experience limited water network distribution to facilitate household connections. In addition, due to deficient and dilapidated infrastructure, several regions are experiencing high levels of water browsing and thus increasing operational costs. Currently, physical water losses stand at thirty-five percent (35 percent) nationwide.

Limited Network Coverage

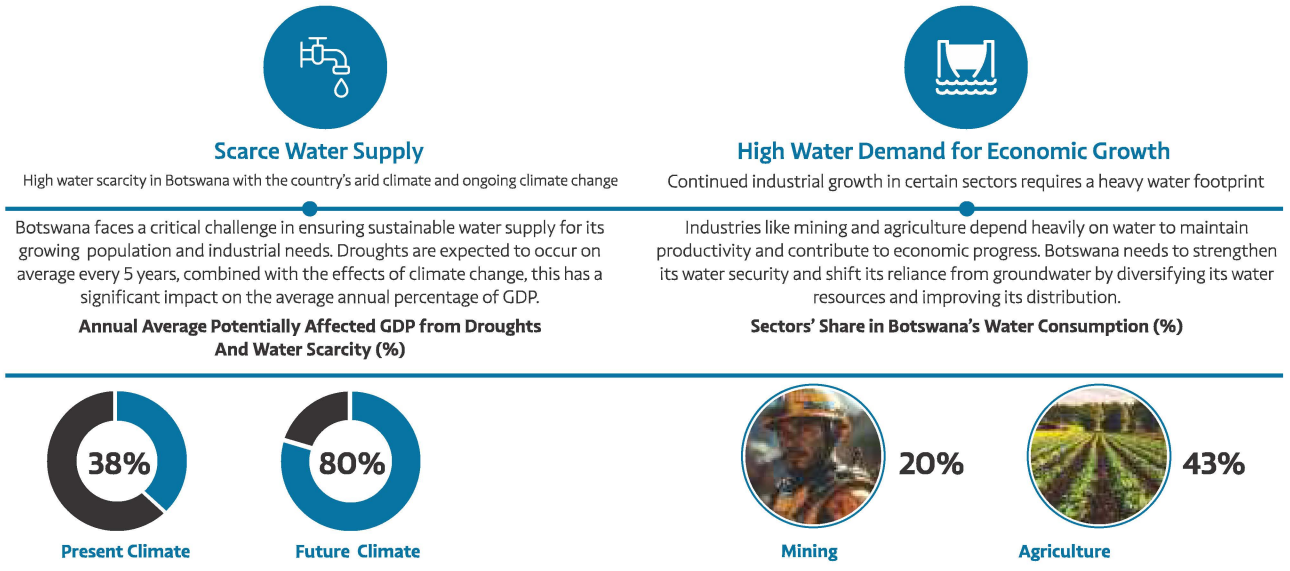
3..126 Predominantly, areas around urban centres, which are rapidly growing, experience limited network distribution to facilitate household connections.

Water Financing

3.127 The cost of acquiring new infrastructure or maintaining/replacing aged water infrastructure is very high, affecting operational efficiency and effectiveness.

3.128 Figure 3.25 shows high water scarcity in Botswana and the continued industrial growth requiring heavy water footprints.

Figure 3.20: Status of Water Supply and Demand in Botswana



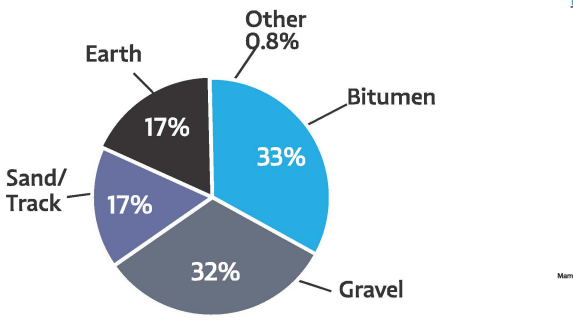
Transport

Limited Transport Integration

3.129 Botswana is well connected internally with a 79 percent rural access index, but the limited road, rail, and aviation coordination has inhibited its competitiveness as a logistics hub, leading to low cargo volumes and revenue **(Figure 3.21 and Map 3.1).** Weak regional enforcement of third-country rules and cabotage allows foreign vehicles to penetrate local markets, displacing domestic operators.

3.130 The lack of adequate road infrastructure creates a bottleneck for other sectors such as tourism, agriculture and mining, limiting production and increasing transport costs. It is noteworthy that poor road conditions and lack of suitable roads result in low turnaround times and high vehicle running costs, thus inhibiting the development of the relevant industries. Botswana relies on its extensive 32,500 km road network.

Figure 3.21: Total Road Network (%), 2022-(a)



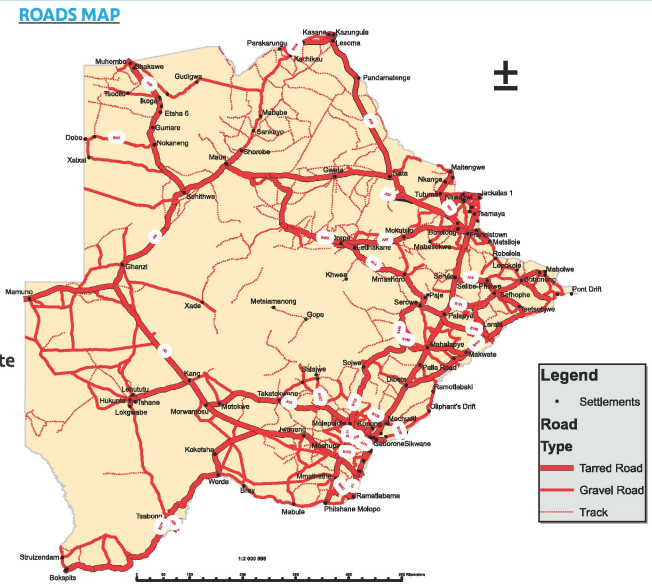
"Others" means roads paved with interlocking Bricks and Concrete

Total road networks: 32, 564.8 km

Central Government managed: 18, 507 km (56.8%)
Local Authorities managed: 14, 058.8 km (43.2%)

- **Local authorities manage access roads <10 km and length managed by local authorities**
- **Road length managed by local authorities remained unchanged from 2021**

Map 3.1: Roads Map (Botswana)- (b)



Source: Ministry of Transport and Infrastructure Road Condition Survey Report 2022

Public Transport Inefficiencies

3.131 The public transport industry is also struggling with modernization, marked by substandard vehicles, poor cohesion, limited innovation, and the absence of standardized schedules, compliance, and enforcement. These challenges promote the use of private vehicles. The slow adoption of Intelligent Transport Systems (ITS), particularly in land transport, further limits economic growth and social development in Botswana.



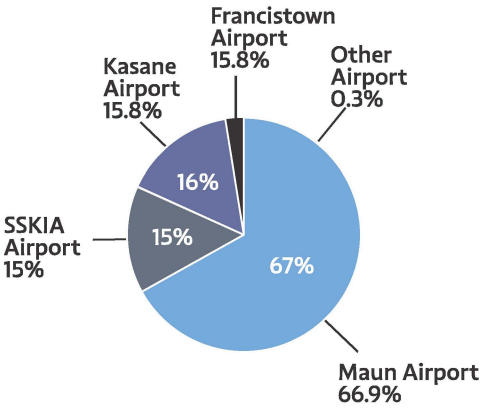
Limited Air Infrastructure

3.132 Botswana's limited air infrastructure, with few long-haul connections and low capacity for scheduled domestic and international air transport services, hinders its ability to access new markets and strengthen regional trade (Figure 3.22 and Map 3.2). As a landlocked country, Botswana relies heavily on-air transportation and is served by four international airports, with Maun Airport being the most active, accounting for 67 percent of all aircraft movements in 2023 as shown below.

3.133 The aviation sector is faced with insufficient infrastructure to support stronger connectivity and export growth.

Air Transport

Figure 3.22: Aircraft Movements By Airport (Percentage) – (panel a)



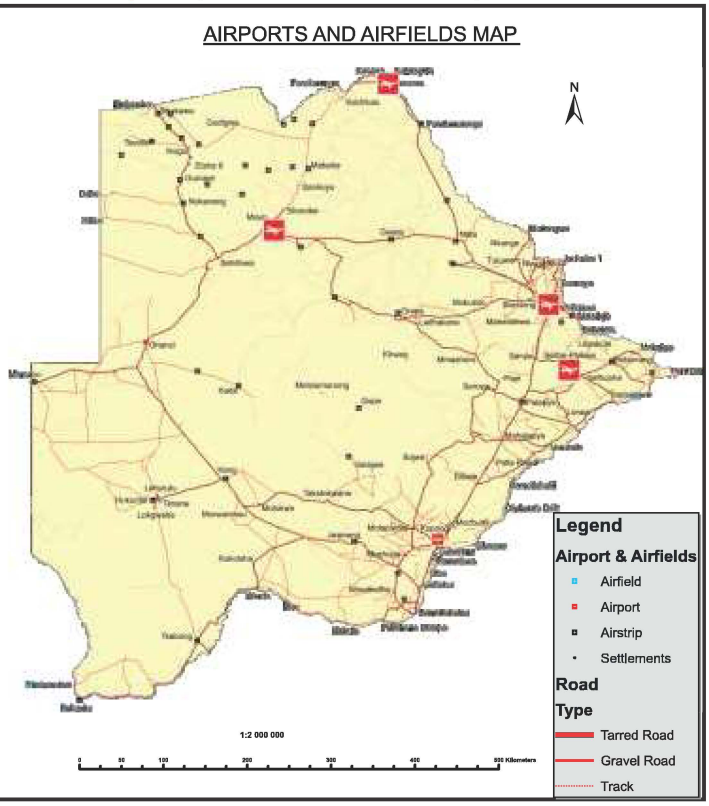
Maun Airport:
- accounted for 66% of total aircraft movement in 2023.
- 91.4% of Maun's movement were domestic, driven by its status as a key tourist destination.
- receives a high volume of non-scheduled and scenic flights

Kasane Airport:
- Recorded 15.8% of total aircraft movements.

Sir Seretse Khama International Airport (SSKIA)
- followed closely 15.0% of which 66.3% were scheduled flights.

Francistown Airport
- had the lowest number of aircraft movements, contributing only 0.1% to the total

Map 3.2: Airports and Airfields in Botswana – (panel b)



Source: Transport & Infrastructure Statistics Report 2023

Dilapidated Built Infrastructure

3.134 Most international flights are routed through Gaborone, with limited direct access from other airports. In addition, airports like Francistown and Selebi-Phikwe are operationally underused, with minimal scheduled services. Moreover, high operational costs make air transport less accessible for domestic freight and regional travel.

3.135 Government has approximately 21,520 building assets of which 31 percent are in a bad state, 39.4 percent are in a fair condition and 30 percent are in a good condition. A number of bad facilities have been abandoned due to various reasons.

STRATEGIES FOR NDP 12

WATER

Resources Identification and Development

3.136 The Strategy prioritises the identification and development of diverse water sources, including saline groundwater, wellfields, rainwater harvesting, small dams, weirs, wells, salt pans, effluent reuse, and managed aquifer recharge, to expand the country's water resource base. The current National Water Demand stands at 272 million Cubic Meters per annum while supply amounts to 225 million Cubic Meters, translating to a 47 million Cubic Meters per annum (or 17.3 percent) deficit. The planned water supply projects that are expected to be delivered in the short-term (5 years) include Kgalagadi North / Ncojane, Lobu Farm, Glen Valley Wastewater Reclamation and expansion of wellfields which are estimated to increase supply to 249 million Cubic Meters per annum or an increase of 24 million Cubic Meters per annum by the end of the plan period.

Strategic Cross-Border Water Scheme Partnerships

3.137 Botswana will maintain and strengthen collaborations with the four River Basin Organisations (RBOs) and pursue additional international partnerships to harness trans-boundary water resources. Strategic water transfer schemes of trans-boundary waters such as Chobe – Zambezi Water Transfer and Lesotho- Botswana Water Transfer Schemes will be developed.

Wastewater Reclamation and Re-use

3.138 In addition to the development of conventional water sources, Botswana would benefit from reclamation and re-use of wastewater, considering the scarcity of the resource. During NDP 12, wastewater reuse will be increased through implementation of wastewater treatment and re-use initiatives including the Glen Valley Wastewater Reclamation Project and construction of wastewater treatment facilities such as Molepolole, Mambo, and Ghanzi. The wastewater re-use would reduce water deficit by providing supply, particularly for the productive sectors of Agriculture and Manufacturing/Industries.

Water Resources Allocation

3.139 During NDP 12, the Government will continue to facilitate economic growth through the efficient allocation of water resources to the various sectors of the economy. Government will allocate water resources guided by the principles of sustainability, equity, and efficiency, prioritising domestic needs.

3.140 Development of the following strategies will improve governance and ensure the sector plays its facilitative role: National water conservation and demand management strategy, raw water abstraction and pricing strategy, Sanitation technologies and faecal sludge management. Furthermore, Government will emphasise the implementation of the water conservation and management strategy to promote alternative water sources such as stormwater collection, mine dewatering, rainwater harvesting, and water-efficient devices.

3.141In addition, the following Acts will be reviewed: Water Act (1968), Borehole Act (1956), Aquatic Weeds Act (1986), Water Utilities Act (1972), and Water Works Act (1962) to develop the Water Framework Act and its subsidiary regulations.

TRANSPORT

Modernisation and Transformation of Transport Infrastructure

3.142 Modernising and transforming transport infrastructure are crucial for driving economic growth, improving regional connectivity and increasing the efficiency of the transport and logistics sector. This will be achieved by, amongst others, enabling access to production areas (tourism, agriculture, mining, etc.); improving efficiency at ports of entry; national airline fleet optimisation; improving existing infrastructure condition (to cut down transport costs and enhance safety); improving the logistics infrastructure; utilising technology to improve efficiency in the transport and logistics system and promoting and incorporating sustainability.

Improve Governance, Regulatory, and Institutional Framework

3.143 Strengthening governance and regulatory structures is critical to improving the efficiency, safety, and competitiveness of the transport and logistics sector. This requires establishing a robust framework for coordination between the public and private sectors, streamlining and empowering transport regulatory authorities, reviewing and introducing relevant policies and legislation, undertaking organisational restructuring where necessary, and actively promoting private sector participation in infrastructure development and service delivery.

3.144 The aforementioned regulatory reform and restructuring will be cross-cutting, affecting such institutions as the Civil Aviation Authority of Botswana (CAAB), Botswana Railways, Roads Department and Department of Road Transport Services and their related legislation. New legislation regarding the regulation of the construction industry will also be developed.

Special Economic Zone (SEZ)

3.145 During NDP12, focus will be on four (4) Special Economic Zones (SEZ) out of nine (9). These four (4) are Sir Seretse Khama International Airport for amongst others diamond beneficiation, logistics and pharmaceuticals; Sowa for salt and soda value chains; Lobatse for meat and leather industries and Pandamatenga for Agriculture. The emphasis will be on private sector-led development with self-liquidating ventures.

Maintenance of Government Infrastucture

3.146 A multi-pronged approach will be adopted in the NDP12 to ensure effective maintenance, refurbishment, and optimization of Government building infrastructure and associated facilities. The five-year remedial plan is shown below. Additionally, an inventory all government buildings will be established including those that have been abandoned across the Country and a strategy on how the use of already completed infrastructure or projects can be utilised by both the Private Sector and Government. The strategy will show how available unused spaces in for example, the: various health facilities; Mass Media complex; and sports facilities in schools, will be utilised.

Table 3. 8: Five year plan – dilapidated built infrastructure

5 YEARS REMEDIAL PLAN – DILAPIDATED BUILT INFRASTRUCTURE

	PHASE 1 (2026)	PHASE 2 (2026 –2027)	PHASE 3 (2027 –2028)	PHASE 4 (2028 –2030)
	Approval and adoption of Facilities Management Framework-National Framework	Approval and adoption of Facilities Management Framework-National Framework	Roll out of the FM Framework- Improved service delivery & private sector participation	Expansion of FM to include revenue generation (integration of FM and Asset Management)
ACTIVITIES	**List of activities**	**List of activities**	**List of activities**	**List of activities**
	Cabinet Approval by March 2026	Data collection; conduct condition surveys, classification, and prioritisation	Implement FM Strategy-long term programme including funding models (schools, hospitals, police stations etc)	Implement revenue generation frameworks through the optimal utilisation of government building infrastructure in collaboration with private sector
	Awareness campaigns across ministries	Roll out data management strategies	Expand FMF to all Ministries and Districts	
	Establish FM steering committee	Implement short term maintenance programmes	Pilot PPP and BOT for abandoned or vacant facilities	
	Develop supporting documents; policies, guidelines, standards etc		Explore opportunities for revenue generation on government building infrastructure and develop necessary frameworks	
	Data collection, conduct condition surveys, classification, and prioritisation			

Table 3.9: Result Logic For The Infrastructure Sector

Seamless connectivity for growth: Building Botswana's next-generation infrastructure

Case For Change	Input	Activities	Strategic Clusters	Impact
Limited Air Infrastructure Insufficient infrastructure to support stronger connectivity and export growth	**Land** (land for construction, borrow pits and services)	1 Rail Corridor for Trade Integration	**Land Transport** Integrated, safe and efficient land transport. Interconnected with production areas and regionally	**Investment Value in Target Economic Zones** of up to 2377 million pula by 2030
Limited Transport Integration Limited coordination between road and rail hinders logistical efficiency	**Manpower** (Skilled, semiskilled and unskilled labour)	2 Strategic Roads for Trade Access	**Air Transport** Regional and National connectivity improved through modernised, efficient and safe air transport.	**Additional Water Volume from Diversified Sources** of 348Mm3/a by 2030
High Water Scarcity Limited Supply to Meet Domestic Demand	**Material** (gravel, aggregates and other construction material)	3 Expansion of Airport and Cargo Capacity For Stronger Connectivity and Logistics	**Water** Increased access to potable water and Reclamation of waste water for industrial use	**National Freight Throughput (Rail)** from 923,721 tones/annum to 10.2 Mil tones by 2030
	Equipment (locomotives, aircraft earthmoving equipment & aviation equipment)	4 Water Security for Industrial Growth	**SEZ** Operational, self liquidating special	**Road Connectivity to Industrial Zones** 2722km built & upgraded across highways & border posts
	Finance (project funding, project risk finance)	5 Upgrading of Aviation Infrastructure for Enhanced Safety and Credibility		
	Stakeholders (internal/ external)	6 Strengthening Special Economic Zones Access and Viability with Investors		
	Contractors (contractors, consultants & project managers)	7 Sectoral Regulation		

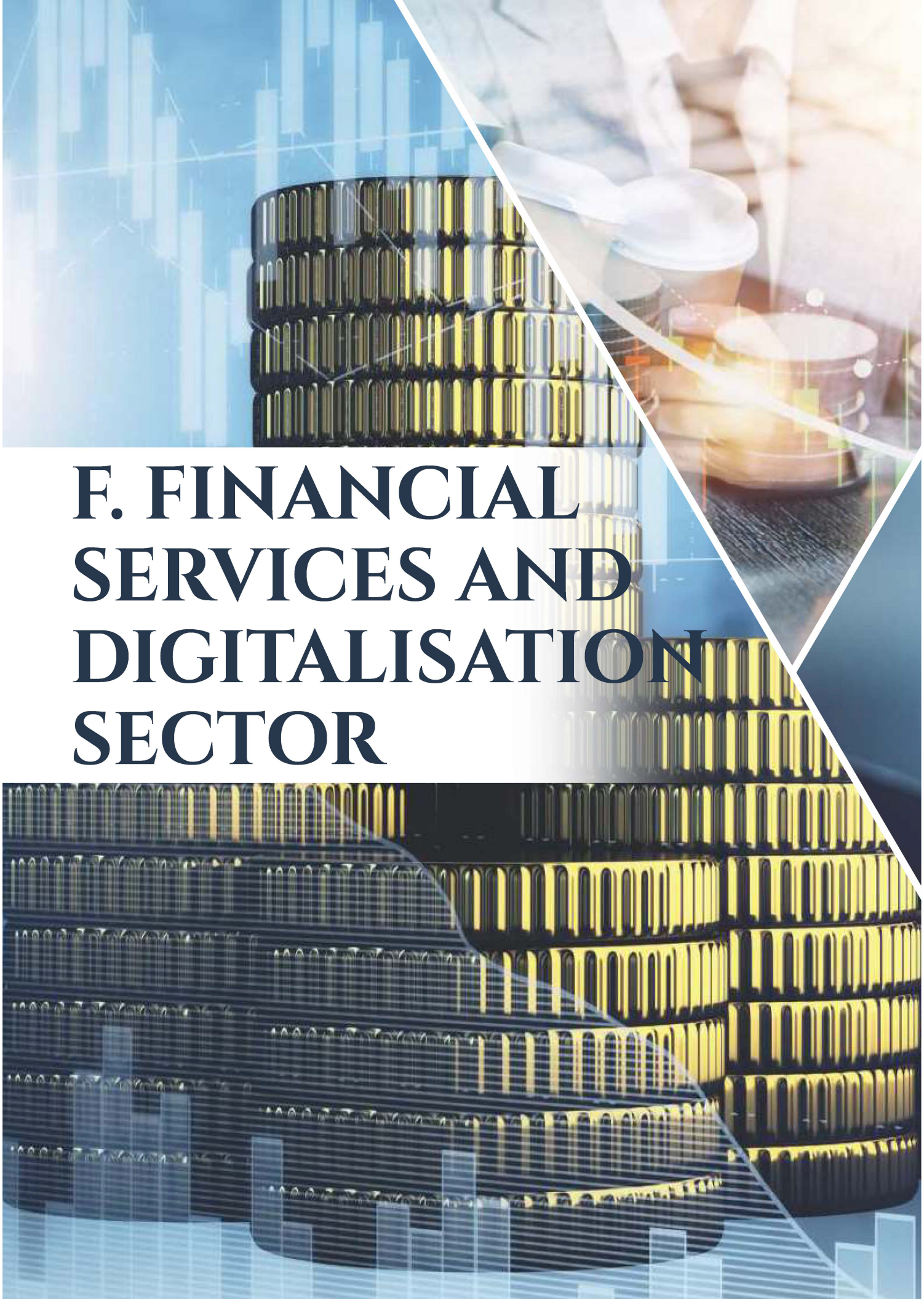
Infrastructure True North

to transform Botswana into a regional hub for trade, travel, and investment through integrated infrastructure that ensures resource security, economic diversification, and seamless connectivity to regional and global markets.

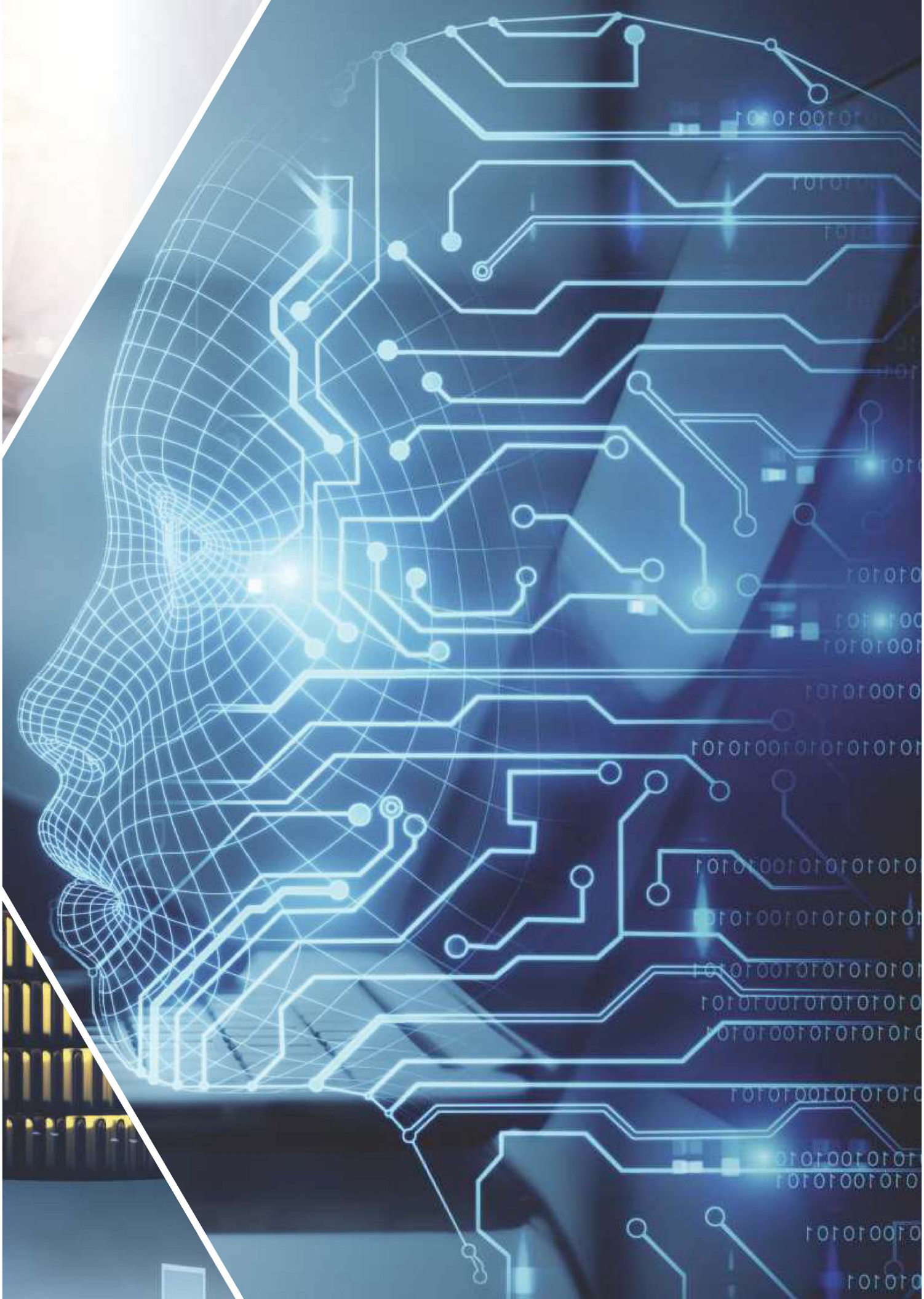
Source: Ministry of Finance / National Planning Commission 2025

CONCLUSION

Infrastructure is a key enabler of Botswana's shift to a diversified, private sector-led economy.The transformation infrastructure under NDP 12 is expected to reduce the cost of doing business, connect markets and communities and position Botswana as a competitive player in regional and global value chains, thereby contributing meaningfully to improved service delivery and attainment of Vision 2036.



F. FINANCIAL SERVICES AND DIGITALISATION SECTOR



FINANCIAL SERVICES

Ongoing reforms have identified the Financial Sector and Digitalisation "True North" as *"to establish a fully integrated, inclusive, and secure financial and digital ecosystem that enables seamless transactions, universal access to public and private services, and boosts Botswana's competitiveness".*

This will be anchored on:

- Trust Framework;
- Financial Services Innovation and
- Smart Services;
- Financial Inclusion.



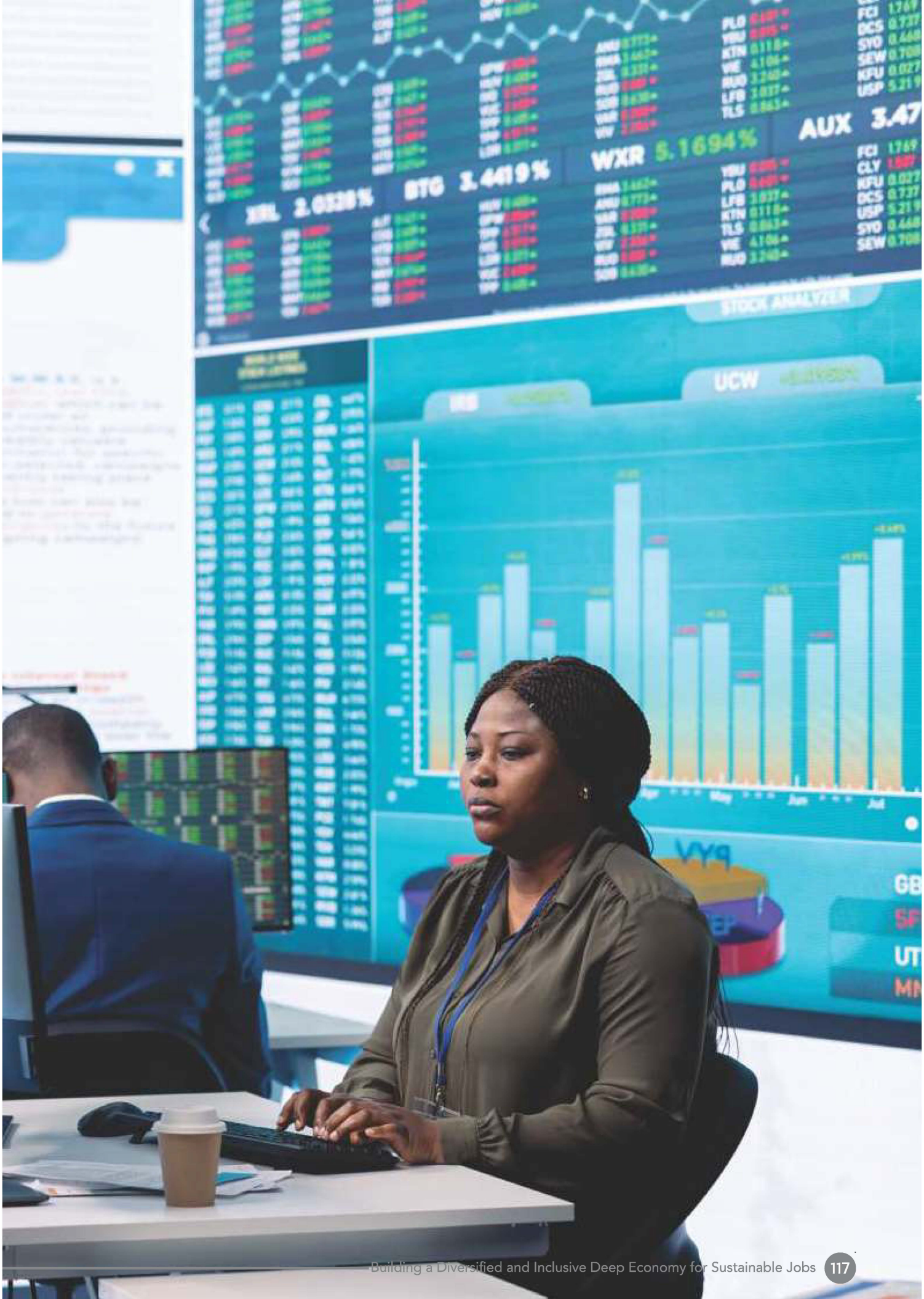
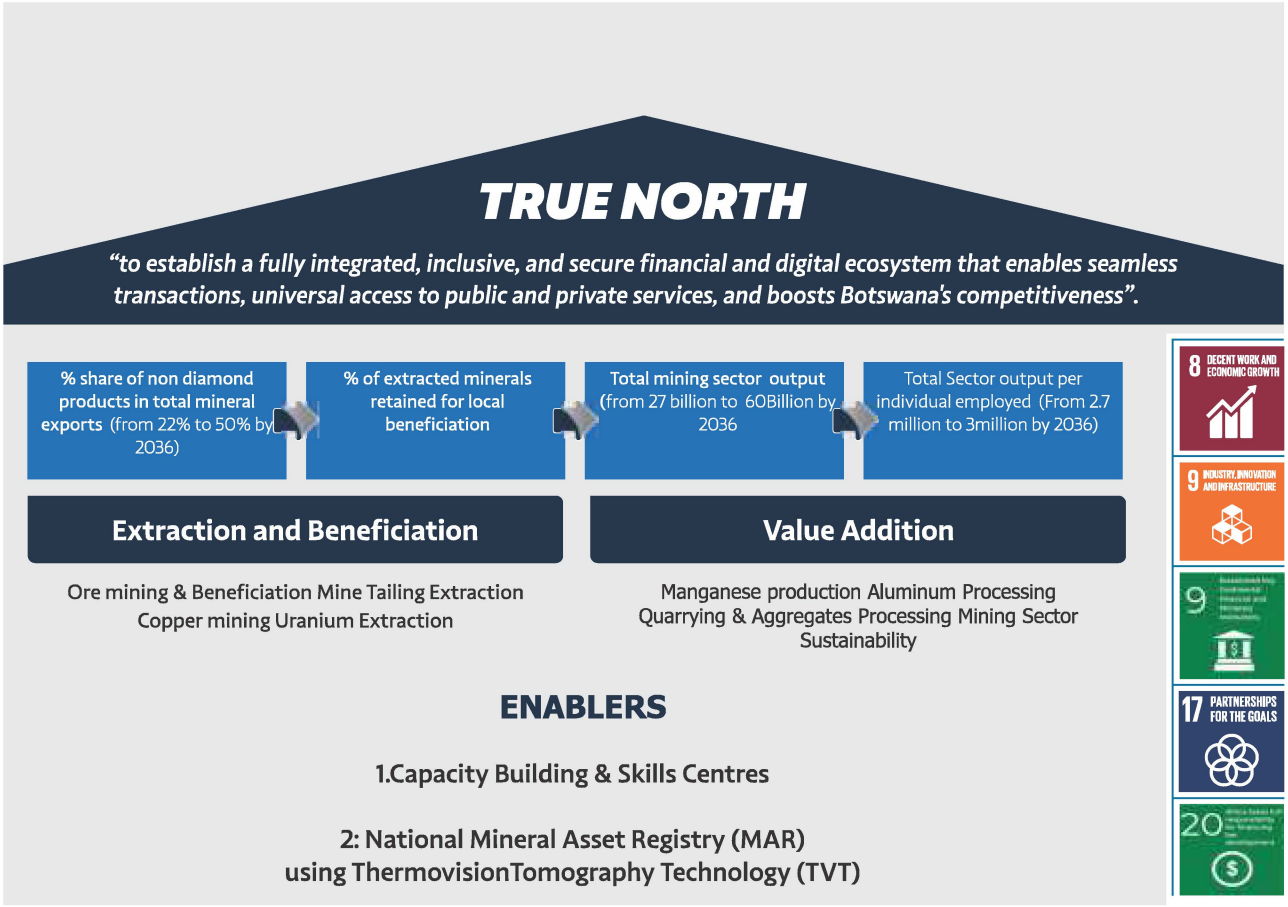

WXR 5.1694%
BTG 3.4419%
AUX 3.47
STOCK ANALYZER
UCW

Figure 3. 23: House Chart For The Financial Services And Digitilisation Sector



Source: Ministry of Finance / National Planning Commission 2025

OVERVIEW

3.148 The Financial Services sector's contribution to GDP has generally trended upward, rising from 4.7 percent in 2017 to 6.5 percent in 2024, highlighting its expanding role in financial intermediation and long-term savings. This performance underscores the sector's central role in facilitating savings, credit, and investment, even amid external shocks such as the COVID-19 pandemic in 2020. Although there was a temporary dip in 2021-2022 due to post-pandemic economic adjustments and subdued insurance uptake, the sector rebounded strongly in 2023.

3.149 Botswana's financial and digital services ecosystem is fragmented and costly. Identity systems such as Omang, driving licence and passport do not synchronise, forcing citizens to repeat verification and slowing access to government, financial and telecom services. Payment instruments are not interoperable and bank clearing windows are limited. Botswana also has high transaction and banking fees BWP5 to BWP6 for low-value mobile transfers (≈20 percent of a BWP 30 payment), up to BWP3 to BWP4 per bank transfer and recurring charges on basic accounts. The country ranks among the 10th highest cost markets in the region, discouraging digital transactions and entrenching cash dependence even as mobile penetration rises. In addition, access to finance for Micro, Small and Medium Enterprises (MSME) remains limited while reinsurance is limited by among others, outdated regulations, a lack of globally competitive reinsurers, and limited specialised products hindering its potential to become a regional financial powerhouse.

3.150 The communications sector in Botswana is made up of telecommunications, Internet, broadcasting and postal and these provide regulated services to the economy. The country has positive ICT indicators that illustrate positive achievements that compare very well with the best. Total Mobile Network Operator Revenues and Total Mobile Money Revenue in the previous financial year were at P5.2Billion and P44.1Billion respectively whereas Mobile Telephony Subscriptions are at 4,178,005 and Mobile Broadband Subscriptions at 2,983,000.

MAJOR CHALLENGES

Legal and Regulatory Challenges

- Technical development evolves faster than the rate of enacting relevant laws.

- Lack of interoperability in the ecosystem hinders seamless data flow between platforms.

Infrastructure and Digitalisation Constraints

- Lack of synergy in planning resources for digitalisation (e.g., land, utilities, local authorities), causing delays in deploying infrastructure such as fibre links.

- High cost of infrastructure deployment due to difficult terrain, population sparsity, supply chain constraints, and dependency on foreign markets.

- Poor infrastructure lifecycle management, with dilapidated and obsolete ICT infrastructure.

Connectivity and Costs

- High cost of internet connectivity due to transit through neighbouring countries and onward connectivity beyond Africa.

- High transactional costs in accessing financial services, which negatively affect financial inclusion.

Financial Systems and Services

- Consistently low performance of Government strategic systems such as the Government Accounting and Budgeting System (GABS) negatively impacts financial stability.

- Delays in payment processing prevent real-time settlement of transactions.

- Significant gaps in financial inclusion driven by barriers such as stringent documentation, predominance of informal MSMEs, inadequate rural infrastructure, low financial literacy levels, high product costs, and limited innovation.

- Digital divide and data divide persist in the country, with some areas of the country underserved and unserved.

- Access to finance remains constrained, with particularly high credit costs for MSMEs, limiting growth and sustainability.

SOEs inefficiencies

- Botswana's economic landscape is undergoing significant transformation, with the private sector expanding its capacity and increasingly taking on roles once reserved for state entities. Persistent budget deficits have highlighted the unsustainability of the current State-Owned Enterprise (SOE) model, which is often marked by unclear mandates and blurred distinctions between commercial and public service delivery. These challenges have resulted in inefficiencies, limited accountability, weak governance structures, and unnecessary duplication.

Capital Markets and Fiscal Sustainability

- The domestic capital market remains relatively small, limiting opportunities for market deepening and capital mobilisation.

- Botswana's fiscal sustainability faces pressure from global market uncertainties, declining fiscal balances, and structural economic constraints.

- The banking sector faces rising credit risk as borrowers struggle to meet debt obligations.

- Banks depend heavily on large, short-term deposits from NBFIs (retirement funds, insurance companies), creating liquidity and funding risks. The capital market has also been adversely affected by global economic and geopolitical tensions, undermining investor confidence and market performance. These conditions have created challenges for initial public offerings (IPOs) and broader market activity.



MEGA TRENDS, OPPORTUNITIES AND THREATS

Mega Trends and Opportunities

- Use of big data and emerging technologies to support the 4th Industrial Revolution.
- Traditional banks are increasingly partnering with FinTechs to remain competitive, improve efficiency, and deliver innovative services.
- Widespread use of digital financial platforms as opposed to brick-and-mortar banks.
- Advancement of digital currencies governed by central banks.
- Foreign Re-insurers are relocating to Botswana to take advantage of the favourable sovereign credit rating.
- More countries are moving towards the adoption of Digital ID for safe and effective transactions in the digital space.
- FinScope Survey data allows the financial institutions and policymakers to develop products and policies informed by data

Threats

- Cybersecurity threats
- Money laundering and
- Macroeconomic and geopolitical risk
- Regulatory and compliance risk
- Climate and environmental risk
- Liquidity risk



STRATEGIES FOR NDP 12

3.151 Government will drive financial sector growth and accelerate national economic development by implementing key strategies aligned with BETP objectives.

Accelerate Financial Inclusion (Digital Finance Services and Enhanced MSME Access to Finance)

3.152 The National Financial Inclusion Strategy and Roadmap (NFIS-R) 2024-2030 recommends establishing a Mobile Money Interoperability Gateway (MMIG) to create an instant, inclusive, and interoperable payment system. Digital financial inclusion has been shown to significantly improve the income and earning potential of rural households and female-led enterprises.

3.153 The sector strategy seeks to address this by implementing a secure and interoperable National Digital ID (physical + digital cryptographic card) linked directly to a modernised payments infrastructure. This unified platform will allow citizens to prove their identity once and then instantly open bank accounts, obtain SIM cards, access social benefits and transact across providers without repeating paperwork or paying multiple fees.

3.154 By 2026 Botswana will have attained 90 percent Digital ID enrolment, 30+ government services online and digital payments growing from 27 percent to 80 percent of all transactions, with lower transaction costs and real-time settlement creating a seamless, low-cost payment ecosystem. These reforms are expected to improve the World Bank B-Ready Public Services score from 49 to 80 and establish Botswana as a regional benchmark for inclusive, citizen-centric digital finance and service delivery. Further, the percentage of MSME with access to finance will grow from 80 percent to 90 percent by the end of the Plan period. Finally, Botswana will establish a Reinsurance Ecosystem by 2028, introducing regulatory frameworks and tailored products to strengthen market resilience and support sustainable growth in the insurance sector.

3. 155 The development of a National Citizen E-Wallet will complement the implementation of a national salaries and wages protection system and improve access to risk protection and social safety nets, key initiatives under NFIS-R 2024-2030.

3.156 Digitalisation of social protection services, alongside universal banking accounts for all citizens, will extend formal financial services to underserved populations, targeting 100 percent financial inclusion. Enhancing inclusivity in the financial sector ensures equitable access to financial services, supports entrepreneurship, and strengthens economic resilience, particularly for low-income and vulnerable groups. Capital markets, microfinance, insurance, and pension systems will be reformed to achieve these objectives.

Promote Long-Term Development Finance

3.157 Long-term development finance is critical to addressing infrastructure gaps, climate change, and social inequalities, while supporting sustained economic growth. Development Finance Institutions (DFIs play a pivotal role in funding sectors such as infrastructure, agriculture, and industrial development. Strengthening DFIs involves improving financial capacity, efficiency, governance, and policy alignment to mobilise diverse financial resources.

Develop Innovative Funding Models

3.158 Special Funds will continue to enhance transparency and accountability through improved governance and risk management. These will not only be effective in generating revenue but also in advancing broader policy objectives, social equity and environmental sustainability during NDP 12.

3.159 In response to the current global and domestic economic conditions, it is crucial to recalibrate the fiscal strategy to ensure the accumulation of financial assets and promoting inter-generational equity. During NDP 12, the fiscal strategy should focus on rebuilding financial buffers to support long-term sustainability and economic stability. To achieve this objective, a Sovereign Wealth Fund will be established.

Digital Ecosystem

3.160 The digital ecosystem as envisaged in the Botswana Economic Transformation Programme has a number of key initiatives that have never been implemented before in the country addressing the supplier and demand sides that will drive improved efficiencies, productivity, increased revenues for the government, businesses and the people. The encrypted digital ID will unlock immense opportunities for the government, businesses and citizens. Included are Public Key Infrastructure, interoperability, smart services. The e-Services Project is geared towards providing information and services online, securing increased accessibility, convenience, and efficiency in accessing public services, while also promoting transparency and reducing costs.

3.161 This digital ecosystem is envisaged to create 100,000 ICT jobs by 2030, and increase the direct contribution of the ICT sector to the GDP to 20 percent.

Governance and Legal Frameworks

- Develop relevant governance and legal framework to support growth and transformation of a unified Financial Services and Digitization sector.

- Develop relevant governance and legal framework for the integrated financial sector.

- Establish laws relating to local reservation in the insurance sector.

- Review and update the Anti-Money Laundering/Counter Financing of Terrorism/Counter Proliferation Financing (AML/CFT/CPF) Strategy to address emerging risks.

- Reform SOEs to improve governance and operational efficiency.

Digital Government and e-Services

- Develop and implement a holistic Digital Government plan and Digital Service plans:

- Modernize government services through automation.

- Develop a comprehensive e-services delivery platform for citizen access.

- Develop a national citizen e-Wallet linked to Digital ID.

- Develop and implement a framework for secure information exchange.

- Digitize and link cyber-resilient National Digital ID to public and private services.

- Develop and implement a national Open Data policy.

Digital Financial Ecosystem and FinTech

- Building a cyber-resilient financial ecosystem that seamlessly integrates multiple financial services ranging from banking, investment, insurance, budgeting tools, and personalized financial advice to attract FDI and catalyze economic activity.

- Develop and implement a National FinTech Strategy to guide development and integration of financial technologies.

- Modernize an interconnected Botswana Payment Ecosystem:

- Implement a National Retail Payment Switch.

Capital Markets and Financial Sector Development

- Strengthen capital markets and launch green finance initiatives such as green bonds.
- Adopt blended finance models combining public and private capital.

- Strengthen the Deposit Insurance Scheme in line with international best practices.

- Implement the Financial Sector Development Strategy to create a more dynamic, inclusive, and stable financial system.

- Establish a Botswana National Reinsurer and Lloyds of Africa.

- Create a Botswana Insurance Bond Market for citizen participation.

Infrastructure, Connectivity, and Technology

- Develop strategies to enhance infrastructure deployment and access to entry-level devices that can utilize digital services.

- Develop strategies for improving broadband connectivity.

- Deploy hosting and compute infrastructure.

- Develop and implement a national Artificial Intelligence centre.

- Implement the Cybersecurity and Digital Services laws and associated governance structures, regulate cybersecurity service providers, issue and enforce national cybersecurity standards.

Skills, Literacy, and Capacity Building

- Improve digital and financial literacy through systematic retooling and training to ensure participation in the digital economy and reduce exposure to fraud.

- Expanding taxpayer education programs, improving compliance and promoting a culture of responsible tax contributions.

Revitalising State-Owned Enterprises

- Government is committed to transforming the SOE model by cultivating a culture of good governance, integrity, efficiency, effectiveness, and excellence. These efforts will be anchored by a comprehensive Ownership Policy. The proposed Policy is designed to address existing gaps by establishing standardized governance principles and clear parameters for the creation, oversight, and performance expectations of SOEs. Through this policy, Botswana aims to modernize its public enterprise sector, enhance service delivery, and ensure that SOEs operate efficiently, maximize shareholder value, and contribute meaningfully to national development.

LEGISLATURE FRAMEWORK

3.162 Several additional Bills are scheduled for presentation during NDP 12 and these include:

- Non-Bank Lenders Bill – Seeks to regulate micro-lenders and protect vulnerable borrowers from predatory lending practices.
- Public-Private Partnerships Bill – Designed to encourage private sector investment in infrastructure and service delivery.
- Policyholder Protection Fund – aims to protect insurance policyholders in the event an insurer becomes insolvent and fails to pay the claims.
- Holistic Review of Tax Laws – To modernise, consolidate, and align them with international best practice
- Review of Insurance Industry Act of 2015
- Promulgation of the National Credit Act
- Promulgation of the National Payments System Law – to provide for the development of innovation facilitators, minimise entry various and regulatory exclusion of financial intermediaries.
- Review of the Excise Duty Regulations – to improve compliance through the introduction of the track and trace solution.





DIGITALISATION SECTOR

Economic analysts are optimistic about the modest technology growth beyond 2024 with the ICT sector expected to witness significant growth, driven by technological advancements and global adoption

OVERVIEW

3.163 In 2022, the ICT market contributed 7.9 percent to the global GDP (Global Market Model, 2023). Within the ICT industry, the ICT services sector led the way, capturing a substantial 40.5 percent share of the total market. The momentum for the growth of the ICT sector benefited from increased adoption of Internet of Things (IoT) technology across diverse industries and the upsurge in e-commerce adoption amplified the demand for IT services and solutions. The growing financial commitments to smart city initiatives drove the requirement for innovative IT solutions. Widespread integration of Artificial Intelligence (AI), Augmented Reality (AR)/Virtual Reality (VR), and blockchain technologies accelerated the market growth.

3.164 Furthermore, the advent of 5G technology accelerated swift advancements within the IT industry. From the World Bank Group, the Digital Progress and Trends Report of 2023 highlighted progress in digitalization, including digital jobs, services exports, internet use, affordability, and more. Owing to financial limitations and the elevated costs associated with technology, organisations have curtailed their expenditure on IT products and services, thus presenting a potential constraining influence on the market in the upcoming period. The demand for IT services has exhibited a deceleration in the aftermath of the pandemic, introducing a minor adverse effect on the market's dynamics. The realm of AI is poised to exert a transformative impact within the IT market, driving expansion through automation, advanced analytics, tailored experiences, bolstered cybersecurity measures, streamlined infrastructure administration, and innovation.

3.165 However, economic analysts are optimistic about the modest technology growth beyond 2024 with the ICT sector expected to witness significant growth, driven by technological advancements and gloal adoption. Inspite of the positive outlook, expenditure on data security is expected to grow due to evolving cybersecurity challenges.

3.166 **Research and Development** is key in a digital economy and this requires undertaking Research and Development across key sectors of the economy. The country's capability to research and innovate newer solutions, technologies and services is a prerequisite. This creates opportunities for entrepreneurs, innovators and research in our economy. To this end, the National Research Fund was established in November 2024 through which applied research will be conducted in prioritised sectors as per the National Research Agenda 2025-2029. Therefore, during NDP 12 period, Government will promote and accelerate strategic partnerships locally, regionally and internationally to augment Government's investment and ensure that a target of 3.0 percent of gross expenditure of GDP on Research and Development is achieved.

MAJOR CHALLENGES

3.167 Challenges confronted under the Research, Science, Technology and Innovation include among others:

- Weak Research, Science, Technology and Innovation (RSTI) coordination.
- Limited access to finance and capital (covering basic and applied research, capacity building- both human and infrastructure, piloting and pre-commercialisation, intellectual property protection, market research; feasibility studies, quality standards).
- Limited technology transfer mechanisms and weak innovation ecosystems.
- Research and innovation data and information asymmetry between stakeholders.
- Ageing research population; glaring gender disparities; uneven distribution of skills across disciplines; high prevalence of foreign talent across disciplines.
- Limited use of Indigenous Knowledge System resources

MEGA TRENDS, OPPORTUNITIES AND THREATS

Acceleration of Digital

- Rapid adoption of digital technologies across all sectors (finance, health, education, agriculture, public administration).
- Increasing reliance on cloud computing, artificial intelligence (AI), and big data for decision-making.

Rise of the Digital Economy

- Digital trade, e-commerce, and fintech becoming dominant drivers of economic growth.
- Shift from resource-based to knowledge-based and service-driven economies.

Mobile-First Growth

- Mobile devices remain the primary mode of internet access in Africa.
- Mobile money and digital wallets revolutionising financial inclusion.

Cybersecurity as a National Priority

- Increasing frequency and sophistication of cyberattacks.
- Governments and businesses investing heavily in cybersecurity frameworks and resilience.
- Digital Inclusion and Skills Development
- Expanding focus on bridging the digital divide between urban and rural areas.
- Upskilling and reskilling of the workforce to align with future jobs (AI, robotics, coding, data science).

Smart Infrastructure and Cities

- Integration of ICT in infrastructure planning (transport, energy, water, housing).
- Emergence of smart cities powered by IoT (Internet of Things) and digital grids.

Data as a Strategic Asset

- Data becoming a key driver of innovation, policy-making, and competitiveness.
- Growth of data centres, cloud services, and the digital storage economy.

Regional and Global Digital Integration

- Expansion of cross-border digital trade under AfCFTA and global e-commerce platforms.
- Increasing interconnectivity and pressure to harmonise digital regulations.

Green and Sustainable Digitalisation

- Use of digital technologies to enable sustainable practices (smart grids, precision agriculture, green fintech).
Rising demand for energy-efficient data centres and low-carbon digital infrastructure

STRATEGIES FOR NDP 12

3.168 Existing policies, legal and regulatory instruments will be reviewed and this will include:

- The development of the new e-Government Law, Frequency Spectrum Policy, the development of Transformation ICT Policy, Artificial Intelligence, Data Policy and other relevant instruments.

- Strategies to boost investment in digital infrastructure and their key enablers ensuring prioritised resources allocation and improving framework policies to foster the financing of digital infrastructures (including data) and innovative new business models – incentivize private capital investment.

- The existing National Cybersecurity Strategy to embrace new trends and to keep up with enhanced protection of our national economic, social and security interests. The Cybersecurity legislation will be promulgated to regulate cyber-attack activities.

Development of ICT Policies Standards:

- e-Government Law; law that will provide a framework for the realisation, operation and development of Electronic Government;

- Universal Access Policy; is designed to bridge the digital divide by making digital technologies and internet access: affordable, reliable, inclusive, open, secure, and safe.

- Open Data Policy; a policy that makes information resources accessible, discoverable, and usable by the public.

Hosting Policy and cloud policy; a framework with rules and guidelines designed to safeguard cloud-based systems and data. It dictates how data is secured, who can access it, and the procedures for managing these access rights.

Botswana Data Protection Act amendment; localisation of data to avoid digital colonisation. Cloud computing infrastructure should be enhanced and accelerated to allow cloud computing locally by large public cloud providers like Alibaba Cloud, Amazon Web Services (AWS), Google Cloud, IBM Cloud, Microsoft Azure e.t.c. The act should address ethical considerations related to data use, such as algorithm fairness, bias mitigation, and responsible AI deployment.

Information Technology Act: establishes a legal framework for electronic governance by acknowledging the validity of records and digital signatures;

Artificial Intelligence Policy; promote responsible AI deployment and encourage organisations to conduct ethical impact assessments when developing and deploying data-driven technologies;

- To develop a policy that will support Innovation driven enterprise which includes; Establishing a framework to support and foster Tech Start-ups; Developing a Tech start-up Act and Alignment of all existing policies and laws to support start-ups coherently.

- Development of Botswana Data Governance Framework, establish a comprehensive data governance framework that outlines the principles, guidelines, and regulations for handling and managing big data. This framework should address data privacy, security, ownership, access, and sharing mechanisms while promoting transparency and accountability.

Develop and implement a holistic Digital Government plan and Digital Service plans

- Modernization of government services and automation.

- Development of a comprehensive e-services delivery platform to enable access to government online services.

- Develop and implement a framework for the secure exchange of information

- Digitising and linking the cyber-resilient National Digital ID to public and private services.

Develop and implement a national Open Data policy

- Create a cyber-resilient financial ecosystem that integrates multiple financial services and products of traditional banking services, investment options, insurance options, budgeting tools, personalized financial advice amongst others. This positions Botswana as a Hub, resulting in foreign direct investment, catalysing economic activity and employment creation.

- Develop relevant governance & Legal framework for the sector

Modernising an interconnected Botswana Payment Ecosystem

- Develop and implement a national Artificial Intelligence centre.

- Improve digital and financial literacy through systematic retooling and training to ensure participation in the digital economy and reduce exposure to fraud.

- Strategy to enhance infrastructure deployment and access to entry-level gadgets that can utilize digital services.

- Strategy for improving broadband connectivity
- Deployment of Hosting and compute infrastructure
- Create a cyber-resilient digital economy ecosystem
- Develop and implement human capacity building, focusing on leadership buy-in, emerging technologies, digital and financial system.
- Improving our R&D and National System of Innovation, creating a tech-startup ecosystem that offers opportunities and catalyse new entrants, developing a culture of agility and forward thinking.
- The recent launch of BOTSAT-1, Botswana's first national satellite, represents a landmark achievement in the country's journey toward digital transformation, scientific innovation, and data sovereignty.
- As a national asset, BOTSAT-1 is generating valuable Earth observation data that can be leveraged across multiple sectors including agriculture, mining, environmental management, infrastructure planning, health, and disaster response.
- To maximize socio-economic returns, a structured framework for the commercialization of satellite data has been developed.
- During NDP 12, BOTSAT-2 will be launched to augment BOTSAT-1. Additionally, Government will also seek opportunities for collaboration and cooperation with other satellite owners.
- Collaborate in the Square Kilometer Array (SKA) Project. The SKA is the world's largest radio astronomy initiative – Botswana's radio telescope will contribute as the SKA technical consortium and serve as national scientific asset and a regional node for space science, digital innovation, and human capital development. The SKA will position Botswana as a key global scientific discovery while driving local capacity in science, engineering, and digital technologies.

Establishment of the National Radio Telescope seeks to:

- Advance astronomical research and strengthen Botswana's participation in global scientific collaborations.
- Build national capacity in radio astronomy, physics, engineering, and data science.
- Support the development of the knowledge economy through high-technology research infrastructure.
- Stimulate STEM education and inspire youth participation in science and innovation.
- Enable data-driven innovation, leveraging massive radio-astronomy datasets for AI, Big Data, and computational research.
- Strengthen regional integration through participation in the African Very Long Baseline Interferometry (VLBI) network and SKA partnerships.
- The review of the National Research, Science, Technology and Innovation Policy, development of the Artificial Intelligence (AI) Policy, National Indigenous Knowledge Policy, implementation of the National Research Agenda 2025-2029 through the Research Fund will be undertaken during NDP12.
- Further, to easy financial pressures from Government, the Private Sector Engagement Strategy for Research and Innovation will be developed.
- Establishment of a National Research and Innovation Council as a statutory body, to strengthen the governance of the research and innovation landscape in the country. The Council will oversee the allocation of funding for research and innovation, restoring the National System of Innovations's capacity to capitalize on research and innovation by reducing fragmentation and promoting greater collaboration between public and private stakeholders.
- Furthermore, the National Research and Innovation Council will oversee the implementation, monitoring and evaluation of country's policy on Science and Technology Development through indicators generated by employing a National Research, Science, Technology and Innovation Framework.
- Establishment of the Botswana Centre for Nuclear Science and Technology (BCNST) which is conceived as a strategic initiative to leverage nuclear science and technology for national development. The core infrastructure of BCNST will include several state-of-the-art facilities:

a. Tandem Particle Accelerator Laboratory: This facility will support university-level research and development and provide socio-economic services to both the public and private sectors.

b. Positron Emission Tomography (PET) Facility: This facility will offer advanced diagnostic capabilities for cancer and other diseases, which are currently unavailable in Botswana.

c. Isotope Hydrology Laboratory: This laboratory will study the origin, age, and quality of water sources in the environment, supporting sustainable water resource management.

d. Nuclear Physics Teaching Laboratory: This laboratory will provide robust nuclear physics education programs, complemented by hands-on training.

e. Electron Beam Irradiation Facility: This facility will introduce Botswana to state-of-the-art irradiation technologies used in various industrial and medical applications

f. Radioactive Waste Management Facility: This facility will ensure the safe handling and disposal of radioactive materials. The process for establishing this facility is already under development at BIUST and fully funded by the government.

Table 3.10: Results Logic For The Financial Services And Digitilisation Sector

CASE FOR CHANGE	INPUT	ACTIVITIES	STRATEGIC CLUSTERS	IMPACT
Fragmented ID Ecosystem Botswana has three main distinct form of identities (omang, passport and license) which do not communicate to each other. **High transaction cost enabling cash heavy ecosystem** Transactions between and within banks and mobile money providers is high, lack of interoperability resulting in cash heavy society. **Fragmented and manual service delivery** Government services provided manually, there is need to digitise to expedite service delivery	**Human Capital** (MDAs including the private sector need to have world class employees) **Funding** (financial resources are an enabler in the whole ecosystem) **Regulatory** (there is need for development of enabling policies to allow ease of doing business) **ICT** (ICT development is necessary to allow seamless accessibility of Government services)	Review Monetary policy Reform development finance institutions (DFIs Develop framework for capitalization and associated funds to de-risk start-up projects Develop inclusive digital finance infrastructure and ensure system interoperability Strengthening and harmonization of Financial Inclusion legal and regulatory frameworks Partner with international financial institutions to mobilize funds for climate resilience and renewable energy projects Develop an open data platform that makes high quality data accessible to the public, businesses, and government agencies	**Oversight Institutions** Ministry of Finance, Bank of Botswana, Non-Bank Financial Institutions Regulatory Authority **Financial Institutions** Commercial Banks, Mobile Money Operators, Aggregators **Non-Bank Financial Institutions** Fund managers, Pension funds, Insurance companies, microlenders **Digital Ecosystems** Digital ID, Digital wallet, E-Services	An efficient and digital financial sector that drives inclusive economic growth, investment, and innovation through accessible, secure, and seamless financial services **Financial Sector & Digitisation** A fully integrated, inclusive, and secure financial and digital ecosystem that enables seamless transactions, universal access to public and private services, and boosts Botswana's competitiveness.

Source: Ministry of Finance / National Planning Commission 2025

CONCLUSION

3.169 Botswana is transforming its key sectors to build a resilient, inclusive, and sustainable economy. Mining, energy, agriculture, manufacturing, and tourism, sports, and creative industries will drive diversification, value addition, and innovation, while infrastructure, digitalisation, and social investments will strengthen competitiveness and human capital. Anchored in sustainability, good governance, and social cohesion, these priorities position Botswana to become a high-income, knowledge-driven, and globally competitive nation by 2036.



CHAPTER 4

REBUILDING THE SOCIAL CONTRACT





A. HEALTH SERVICES SECTOR

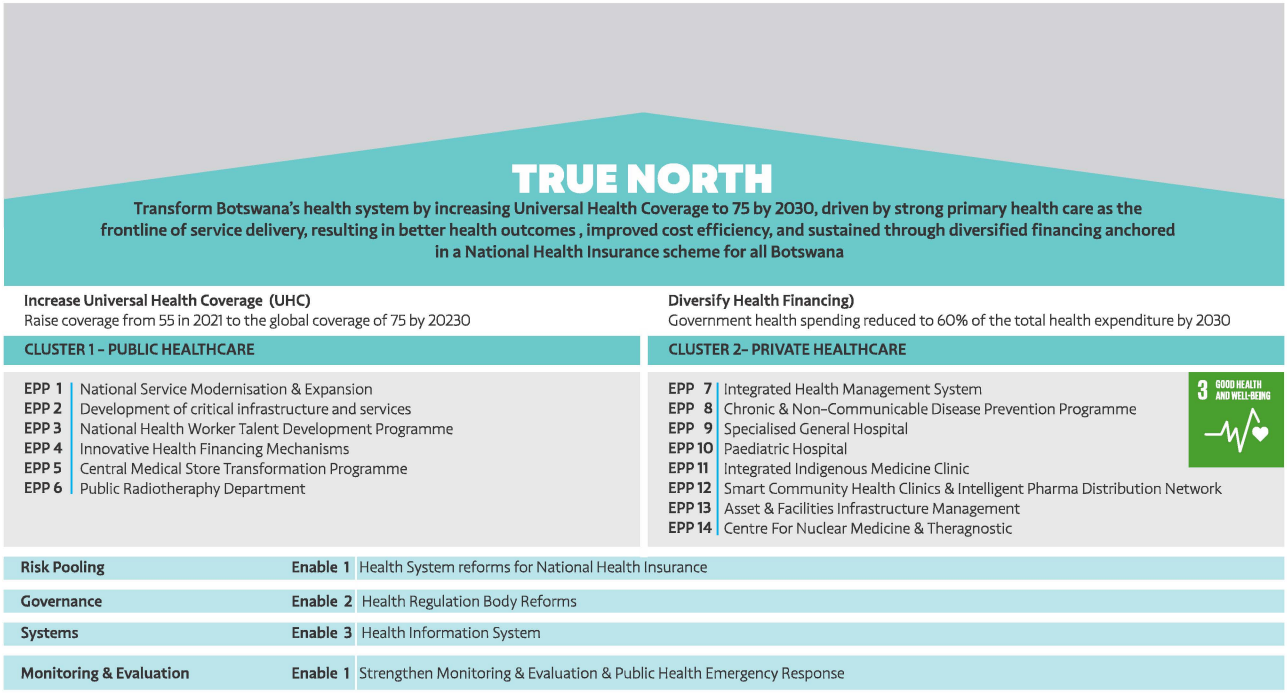
The True North for the Health Services Sector is *"Transform Botswana's health system by increasing Universal Health Coverage to 75 by 2030, driven by strong primary health care as the frontline of service delivery, resulting in better health outcomes , improved cost efficiency, and sustained through diversified financing anchored in a National Health Insurance scheme for all Botswana"*

It focuses on two (2) pillars of:

i. Increased Universal Health Coverage (UHC) Index
ii. Diversified Health Financing

4.2 Botswana excels in providing universal health access, but needs to improve health outcomes by enhancing infrastructure, ensuring adequate medical equipment, expanding specialized services, improving supply chain efficiency, and digitalizing services amongst other reforms. In line with these strategic initiatives, the Health sector will drive systemic reforms, with the true North defined as that of expanding Universal Health Coverage (UHC) Index to at least 75 by 2030, diversifying financing beyond government budgets, and building a system that is more resilient, inclusive, and sustainable.

Figure 4. 1: The House Chart For The Healthcare Services Sector



Source: Ministry of Finance / National Planning Commission 2025

4.3 The reforms defined in the True North are anchored in both public and private healthcare systems, reinforced by cross-cutting initiatives in governance, financing, and resilience. Collectively, these efforts seek to modernise and better align the existing health architecture. Key reforms, such as strengthening supply chains and upgrading primary healthcare facilities, are already in progress, while transformative initiatives, like introduction of a National Health Insurance (NHI) scheme, are being advanced.

OVERVIEW

4.4 Botswana has demonstrated high levels of effectiveness in the provision of health services, as demonstrated by its marked performance in the universal access to health services. However, there is a need to critically appraise the quality of health care services with a view to improve health outcomes through construction, expansion, maintenance and rehabilitation of the existing infrastructure; ensuring minimum medical equipment package at all facilities; expanding specialised services; quality assurance through accreditation of health facilities; improving efficiency in supply chain management; digitalization of health services; training of health care workers and other support staff as well as promotion of work ethics.

MAJOR CHALLENGES

Healthcare Service Delivery

- Maternal Mortality Rate increased from 130 (2020) to 155 (2023) per 100 000 live births – Statistics Botswana, severely drifting away from the target of 70.
- Under 5 Mortality rate reduced from 48 to 28.4 per 1000 live births but remains high against the Upper Middle-Income country target of 14 per 1000 live births.
- Immunization coverage (DPT3 (Diphtheria Pertussis Tetanus 3) has dropped from 90 percent (2016) to 79 percent (2024) – Program Data
- Communicable diseases (CD) & non-communicable diseases (NCDs) make up 32.8 percent (excludes Covid 19) of the twenty-leading cause of death in Botswana, 2021.
- Limited Specialist and Community Health Workers and poor distribution further adding to weak screening and high referrals.
- Hospital-centric budgets crowd out prevention -recurrent spending focused on Clinical Services (~83 percent).



Health Financing

- Limited Fiscal Space for Health (80percent govt. expenditure; high vulnerability to economic downturns)
- Fragmented & Limited Health Insurance Coverage. 17 percent of the population (formal sector employees) have insurance, while the Informal sector accounts for 5 percent.
- Hospital-Centric Spending Model (approximately 70 percent of recurrent health budget spent on hospital-based curative services)
- No national reference tariffs; Government often pays 30–50 percent higher for private sector referrals.
- Absence of a costed Essential Health Services Package (EHSP) prevents evidence-based budgeting.
- Primary health care receives less than 20 percent despite its higher cost-effectiveness through prevention.

Health Workforce

- Average staffing gap of approximately 35 percent across major cadres versus Workload Indicators Staffing Needs (WISN) norms, especially in general practitioners.
- Nurse shortages account for a 28 percent gap nationally, with some districts exceeding 40 percent shortage despite availability in the market
- Shortage of Specialised health care workers (Obstetrics & Gynaecology: 45 percent shortage, Paediatrics: 41 percent shortage, Anesthesiology: more than 50 percent shortage, Internal Medicine: 37 percent shortage)
- Insufficient Community Health Workers (CHW) coverage (CHW staffing gap estimated at 65 percent nationally).

Health Infrastructure

- Health facilities maintenance budget averages below 2 percent, which is below the recommended World Health Organization (WHO) target of 4-6 percent.
- Infrastructure does not align with Botswana's Essential Health Service Package
- Critical delays in care often stem from poor infrastructure, such as roads, transport, and communications limit timely access.

Medical Commodities and Supply Chain

- Acute shortages of Vital, Essential Necessary (VEN) Drug order fill rates especially for painkillers, antihypertensives & NCDs.
- The availability of these drugs was 63 percent in 2024/2025 and there is a decline of 52 percent recorded in 2025.
- Current forecasting relies on estimates, not consumption data from facilities stock-out highlights an underestimation in quantity and cost (+20-30 percent)
- Botswana Medicines Regulatory Authority (BOMRA) low WHO Regulatory Maturity (Maturity Level-1 vs. Maturity Level-3) and the limited capability of the national testing laboratory limit their support for testing. Maturity Level 1 is an entry level regulatory maturity with some elements of regulatory system that can ensure the quality of medical products while maturity level 3 is a stable well-functioning integrated regulatory system offering medical product certification and can effectively oversee and enforce good manufacturing practices in the pharmaceutical space.

Health Information Systems and Monitoring & Evaluation

- Under reporting, inadequate data integration and incomplete health sector reporting
- The Integrated Patient Management System (IPMS) is active in only 54 percent of public facilities, despite full utilization of laboratory modules.
- Fragmented data systems - Siloed digital tools and limited system connectivity.
- Use of outdated standards - Manual disease classification and non-aligned mortality data systems
- Real-time mortality data is unavailable, delaying national statistical and health surveillance reporting.
- Unavailability of Quality Real Time Data - Low utilization of electronic data systems at facility and district levels
- Lack of a one-health sector Monitoring and Evaluation framework

Governance and Regulatory Environment

- Outdated and Fragmented Health Regulations
- Lack of enforcement, failing to ensure consistent quality across facilities
- Gaps in Health Research Governance - Lacks comprehensive legislation, ethical oversight, & funding, compliance, and participant protection
- Lagging Readiness for New Health Products: Addressing capacity, oversight, and market readiness challenges in a shifting health product landscape.

Table 4. 1 : Mega Trends, Opportunities And Threats

Mega Trends	Opportunities	Threats
Universal Health Coverage (UHC) – Global movement toward equitable, affordable access to essential health services without financial hardship.	Government pronunciation on the implementation of a socially equitable NHI system in Botswana, balancing universal access with fiscal responsibility.	Unsustainable health financing models and dwindling/ear marked donor funding.
Preventive & Community-Based Care – Increasing emphasis on disease prevention, early detection, and primary care to reduce treatment costs and improve population health.	Revitalisation of Primary Health Care (PHC); Decentralisation strategy and Relocation of PHC services to Ministry of Local Government and Traditional Affairs (MLGTA).	Escalating costs of healthcare and vulnerability to public health threats.
Competent, motivated, ethical equitably distributed workforce – Addressing shortages through upskilling, digital literacy, and innovative deployment of health professionals.	Decentralized training, Virtual learning platforms, Online training programmes and modernized Public Service Act to accommodate health workforce attraction and retention.	Health worker shortages, migration to private or overseas opportunities (leading to brain drain), and uneven rural deployment present major risks. Gaps in training and digital literacy could delay the transition to modern, technology-driven care models, weakening system.
Digital Health & Innovation – Rapid adoption of telemedicine, artificial intelligence and electronic health records to enhance efficiency and patient access	National digitalization drive, Expanded connectivity network, Supportive Legislative Reforms and investment from the private sector and development partners	Limited last mile ICT infrastructure, high costs of digital rollout, and disparities in connectivity could slow adoption of e-health systems. Additionally, cybersecurity or data privacy risks could erode trust in digital platforms.
Sustainable Financing Models – Exploration of insurance schemes, value-based care, and efficient resource allocation to support long-term system sustainability.	Introduction of National Health Insurance (NHI). Leveraging private investment in health infrastructure, diagnostics, and innovation can accelerate expansion of services	Weak economy & Declining government revenues. Over-reliance on government funding creates fiscal vulnerability. Weak regulatory and governance frameworks may lead to poorly structured PPPs that prioritize profit over equity.

STRATEGIES FOR NDP 12

Public Healthcare

i. National Health Reform for National Health Insurance

4.5 Botswana's fragmented insurance market leaves most citizens unprotected, with Government unsustainably covering 80 percent of healthcare expenditure primarily through taxes. To address this, Government, aims to develop, pilot, and implement a financially sustainable and socially equitable National Health Insurance (NHI) system, balancing universal access with fiscal responsibility. An independent actuarial unit will model future obligations and integrate liability forecasts into fiscal policy and budgeting.

ii. National Health Service Modernisation and Expansion and Development of Critical Infrastructure and Services

4.6 Botswana continues to face high maternal and child mortality, a rising disease burden, weak primary health care (PHC) utilisation, and excessive referrals, highlighting the need for cost-effective, prevention-focused service delivery reforms.

4.7 **Key initiatives include:**

- Developing a modern PHC Framework.
- Reviewing, finalising, and rolling out the Essential Health Service Package (EHSP).
- Strengthening the capacity and effectiveness of community healthcare systems.
- Strengthening the responsiveness to Pandemics;
- Maintenance, upgrading and construction of health facilities to expand access and improve quality of healthcare services.
- Planning for the procurement and maintenance of essential equipment, with an emphasis on preventive maintenance and lifecycle costing to optimise infrastructure longevity.

Development a ONE-STOP SHOP for all Health (Human, Animal Plant, VET etc).

iii. Health Workforce Development

4.8 Botswana's health system continues to face challenges such as shortages of trained personnel, high staff turnover, uneven deployment, and underutilisation of existing skills, all of which constrain progress in health outcomes. Addressing these challenges requires both a strong Human Resources for Health (HRH) Strategy and an accelerated digital transformation of the health sector.

4.9 **Key initiatives include:**

- Develop and implement the HRH Strategy.
- Implement WISN methodology.
- Develop, train, and invest in a skilled and adequately prepared workforce.
- Recruit specialised healthcare workers to fill critical gaps.
- Strengthen and retain the health workforce through improved working conditions, incentives, and career development pathways.

iv. Innovative Health Financing Mechanisms

4.10 Botswana's health financing remains constrained by an over-reliance on tax revenues, weak cost-recovery mechanisms, and limited revenue mobilisation. This undermines the ability to ensure predictable and sustainable long-term funding for the health sector. Addressing these challenges requires a comprehensive financing and efficiency reform agenda.

4.11 Key initiatives include:

Reviewing of Sin Taxes

- Equitable Allocation: Direct sin tax revenues fairly across priority health needs.
- Expanded Tax Base: Introduce new sin taxes and levies to ease fiscal pressure.
- Regular Review: Adjust levy rates periodically to sustain impact and government relief.

Cost Recovery

- Tariffs and Pricing: Update tariffs to market-competitive levels, price the EHSP, and regularly review medical fees to ensure cost control.
- Medical Aid and Insurance: Mandate formal sector medical aid and regulation, with enforced claims, and cover for occupational health risks.
- Cost Recovery and Revenue Generation: Register public facilities as suppliers to medical aid schemes, enabling service cost recovery.
- Regulation and Oversight: Enforce compliance with tariffs, insurance, and cost recovery policies, safeguarding sustainability and accountability across the health sector.

Ancillary Revenue from current assets:

- Facility Leasing: Generate revenue by leasing unused health facility space.
- Asset Monetisation: Share or rent underutilized medical equipment at the regional level.
- Commercial Services: Introduce parking, concessions, and event hosting to boost income.
- Develop and pass the National Health Insurance (NHI) Policy and Bill.

V. Central Medical Store (CMS) Transformation Programme

4.12 Frequent stock outs, weak autonomy, and limited capacity have long constrained (CMS), resulting in poor inventory visibility and traceability, service delivery disruptions, and inflated government supply costs. Addressing these challenges requires bold governance, procurement, and digital reforms.

4.13 Key initiatives include:

- Utilising different available options such as bonded warehouses and/or leveraging on the Health Emergency Fund to upscale the Pharmaceutical Industry through manufacturing.
- Establish autonomous management structures to strengthen institutional capacity.
- Reform procurement laws to improve flexibility and affordability.
- Enact legislation to allow accelerated disposal of expired health products within a defined threshold.
- Deploy smart tracking tools and Artificial Intelligence (AI) - enabled traceability solutions.
- Strengthen inventory management to minimise stockouts and improve efficiency.

Vi. Digital Health Transformation

4.14 Botswana's health information system is hindered by fragmented data, inconsistent private reporting, varied Electronic Medical Record (EMR) systems, and limited remote access, affecting resource allocation and Health Information System (HIS) training. The programme aims to connect and integrate public and private platforms into a common exchange to support critical information sharing for healthcare services, record keeping and regulation by 2028.

4.15 Key initiatives include:

- Roll out EMR in clinics and develop EMR systems for hospitals.
- Develop the Botswana eHealth Enterprise Architecture (BeHEA) as the overarching digital health strategy.
- Upgrade the National Data Warehouse for stronger data integration and use.

Transition to International Classification of Diseases (ICD) -11 and strengthen Medical Certification of Cause of Death (MCCOD) reporting.

vii. Health Regulatory Body Reform

4.16 Weak regulation, outdated laws and policies, and limited oversight capacity have left medicines, food, research, and service quality under-regulated. This poses risks to public health and constrains industry growth by limiting the development of mature standards. Strengthening the regulatory framework is therefore critical.

4.17 Key Priorities include:

- Strengthen the effectiveness of both proposed and existing regulatory bodies.
- Update and enact key legislative and policy instruments, including:

  - Botswana Public Health Institute (BPHI) Bill
  - Health Research Regulations
  - Review of the Nurses and Midwives Act
  - Food Quality and Control Bill
  - Medical Registration and Standards Authority (MRSA) Bill
  - Emergency Medical Services (EMS) Policy
  - Health Quality Bill

viii. Strengthening Monitoring and Evaluation (M&E)

4.18 Limited district capacity to implement One M&E systems undermines data-driven decision-making in Botswana's health sector, with compliance rates at only zero percent for private facilities and 80 percent for public facilities. Strengthening M&E is therefore critical for improving health outcomes.

4.19 Key initiatives include:

- Provide adequate funding and technical assistance for One IHSP, One M&E, and budget integration.
- Implement a unified One Health Sector M&E Framework.
- Strengthen governance at both national and district levels.
- Build staff capacity at all levels to enhance M&E effectiveness.
- Optimise the use of electronic data systems for accurate and timely reporting.
- Deliver actionable health performance insights to inform policy and management decisions.
- Promote data sharing, utilisation, and feedback across both public and private sectors.
- Engage stakeholders in evidence-based decision-making processes.

Private Healthcare

4.20 During the NDP 12, Government commits to play a facilitative role in addressing the administrative bottlenecks and regulatory impediments to allow space for private sector participation in the development of the Health sector. Linked to this, the Botswana Economic Transformation Programme (BETP), while it is not a funding platform for the private sector, provides an opportunity to facilitate the following private sector-led projects:

i. Building an Integrated Health Management System (IHMS)

42.1 The absence of a unified national patient and health data system in Botswana undermines care coordination, outbreak preparedness, resource allocation, and supply chain efficiency, costing lives and millions annually. Hence the IHMS will integrates clinical services, interactive patient features, and thus provide a framework for data-driven health system management.

ii. Integrated Indigenous Medicine Clinic

4.22 Botswana's traditional healthcare remains largely untapped, largely because of limited regulatory instruments, weak integration, and insufficient research investment. This has constrained the relevance of indigenous medicines, compromised patient safety, and downplayed its economic potential. Yet, with proper integration, traditional medicine can enhance health outcomes, build trust, and stimulate innovation. Through this initiative, traditional healing practices will be integrated within modern treatment protocols by establishing dedicated clinics within government hospitals, offering patients safe and credible alternative health care options.

iii. Smart Community Health Clinics and Intelligent Pharma Distribution Network

4.23 Botswana's healthcare system faces persistent inequities in access, workforce shortages, and high costs. Expanding decentralized services, leveraging digital health, and implementing telemedicine can improve health outcomes, create jobs, and strengthen national productivity.

iv. Public Radiotherapy Department

4.24 The project seeks to decentralise cancer care and expand access in northern Botswana, complementing existing chemotherapy and palliative services at Nyangabgwe Hospital. The initiative will serve as a critical hub for patients from northern Botswana as well as neighbouring regions, including Zimbabwe and Zambia. Currently, patients in the northern country travel 500–1,200 km to Gaborone for radiotherapy, often staying 4 – 6 weeks for treatment. Such long-distance travel increases government costs, delays access to care, and diminishes treatment effectiveness.

v. Chronic & Non-Communicable Disease Prevention Program

4.25 Rising CD/NCD costs the country BWP 156M annually straining Botswana's health budget. Shifting from late-stage care to prevention via digital health and immersive training will save costs, improve outcomes, and make Botswana a regional leader in health innovation. This project aims to develop and implement a national digital health platform integrating CKD/NCD care with mobile app, clinician portal, registry, and e-referrals for prevention, monitoring, and analytics.

vi. Specialised General Hospital

4.26 BWP 300M+ is spent outside Botswana annually for medical care due to shortage of specialist and locally government debt to the private sector has hit BWP 1bn for referrals and medication. The project aims to build a 130-bed, 18,000 m² specialized general hospital, filling the gap for affordable specialist care in the country by subsidizing public service (10 percent) through private and international patients at full rates to cover fixed costs, de-risk operations, and ensure predictable utilization.

vii. Paediatric Hospital

4.27 Botswana lacks a dedicated children's hospital, limiting multidisciplinary and specialized care. Establishing one ensures consolidated paediatric services, training, and child-focused design—advancing equity, survival, and long-term health outcomes. The projects aim to build a 125-bed, 9,000 m^2 paediatric hospital, filling the gap for specialist paediatric care and women's services in the country; as well as a research, training and referral centre.

viii. Asset & Facilities Infrastructure Management

4.28 Botswana's health system suffers from outdated infrastructure, unreliable utilities, and poorly maintained assets— undermining service delivery, patient safety, and readiness for NHI integration and equitable care. The project focuses on a managed service model to maintain and upgrade public health facilities and ensure the full running capacity without government administrative overheads.

ix. Centre for Nuclear Medicine & Theranostics

4.29 Botswana lacks nuclear medicine capacity—causing delayed diagnoses, high costs, and medical referrals abroad. The projects aim to establish Botswana's first Centre for Nuclear Medicine and Theranostics at Sir Ketumile Masire Teaching Hospital, integrating advanced molecular imaging and targeted radionuclide therapies into the public health system to provide timely, affordable, and world-class care for patients;

x. National Health Reform for National Health Insurance

4.30 Botswana's fragmented insurance market leaves most citizens unprotected with the government unsustainably funding 80 percent of the healthcare expenditure primarily through taxes. The project aims to develop, pilot, and implement a financially sustainable, socially equitable NHI system in Botswana, balancing universal access with fiscal responsibility through an independent actuarial unit modelling future obligations and integrating liability forecast into fiscal policy and budgeting.

MAJOR PUBLIC INVESTMENT PROGRAMMES DURING NDP 12

4.31 The major public investment programmes to drive a sustainable and equitable health system in Botswana during NDP 12 **(outlined in Figure 4.2)** will therefore include the following:

- Implementation of a financially sustainable socially equitable **National Health Insurance System in Botswana, expand innovative health financing mechanisms** through sin taxes, cost recovery, reference tariffs as well as integrating billing systems with private sector, medical aids and leveraging on existing assets for new revenue streams;

- The **national health service modernization and expansion** through revamping service delivery and resource prioritization by implementation of a costed Essential Health Service Package. Other project packages include, among others, comprehensive assessment of health service delivery to establish true performance, digitalization of the health system, review and optimization of the health institutions and hospitals operational and governance mechanism, optimization of medical equipment;

- Development of **critical infrastructure and services**, the rationalization of public healthcare facility development through optimization of current assets especially in the primary health care in view of facilitating the implementation of the NHI;

- **National health workforce development** guided by current and future resource and workload demand addressing shortage areas; and

- Integration of **mental health** services in the service system delivery and **operationalization of Rehabilitation Centers.**

> “Botswana lacks nuclear medicine capacity—causing delayed diagnoses, high costs, and medical referrals abroad.”

Table 4. 2 :Results Logic For The Health Sector

Case For Change	Input	Activities	Strategic Clusters	Impact
Underutilized Primary Health Care Overcrowding in major hospitals due to over referrals and underutilization of underfunded primary care centres **Weak Supply Chain & Stock Management** CMS plagued by shortages, flawed data, delays, and wastages **Inefficient Health Fanancing** Heavy government funding dependency, arrears and input-based budgets with weak prioritization **Weak Governance & Regulations** No national reference tariffs, weak regulation, and poor public-private coordination **Poor Health Outcomes** High infant mortality and persistent communicable disease burden despite investments in healthcare	**Talent Pool** (Existing Telent pool, youth, and adult across all levels) **Medical Institute** (academics, NGOs, public institute, clinical and biomedical research) **Government Institutions** (ministries, regulators and enablers of healthcare sector) **Industry & Employers** (partners shaping demand-driven skills and work pathways)	1 Expand **PHC facilities,** train staff, and implement referral protocols to reduce hospital overcrowding and improve success 2 **Digitise** procurement and stock management, maintain buffer stocks, and set national reference pricing for medicines 3 Introduce NHI pooling funds, performance -based purchasing, and **expanded coverage** for vulnerable groups to reach UHC 4 Scale training, incentivise rural service, and create CPD and **fellowship programs** to retain skilled health workers 5 Upgrade hospitals, build **centres of excellence**, and ensure climate-resilent, safe, and well-equipped health facilities 6 Implement interoperable EMRs, **real-time data dashboards,** AI analytics, and strong governance for informed decisions	**National Health Insurance** Unified framework for financing healthcare by pooling public and private resources into a sustainable National Health Insurance (NHI) scheme **Health Services Moderation** Revamp health care service delivery and resource prioritization shifting the model to one of primary healthcare **Talent Development** Strengthening the human capital pipeline for healthcare and education to match current and future demand **Critical Infrastructure** Developing modern, safe, and resilient healthcare facilities that support high-quality care and withstand future demand growth **Digital Healthcare Ecosystem** Enable interoperability and real-time data capture across EMRs, AI-based analytics, and national health dasjboards	**Increase UHC** Raise coverage from 55 in 2021 to the global average of 75 by 2030 **Diversified Health Fanancing** Government health spending reduced to 60% of the total health expenditure by 2030 **Healthcare True North** Transform Botswana's health system by increasing Universal Health Coverage to 75 by 2030, driven by strong primary healthcare as the frontline of service delivery, resulting in better health outcomes, improved cost efficiency, and sustained through diversified financing anchored in a National Health Insurance scheme for all Batswana

Source: Ministry of Finance / National Planning Commission 2025

CONCLUSION

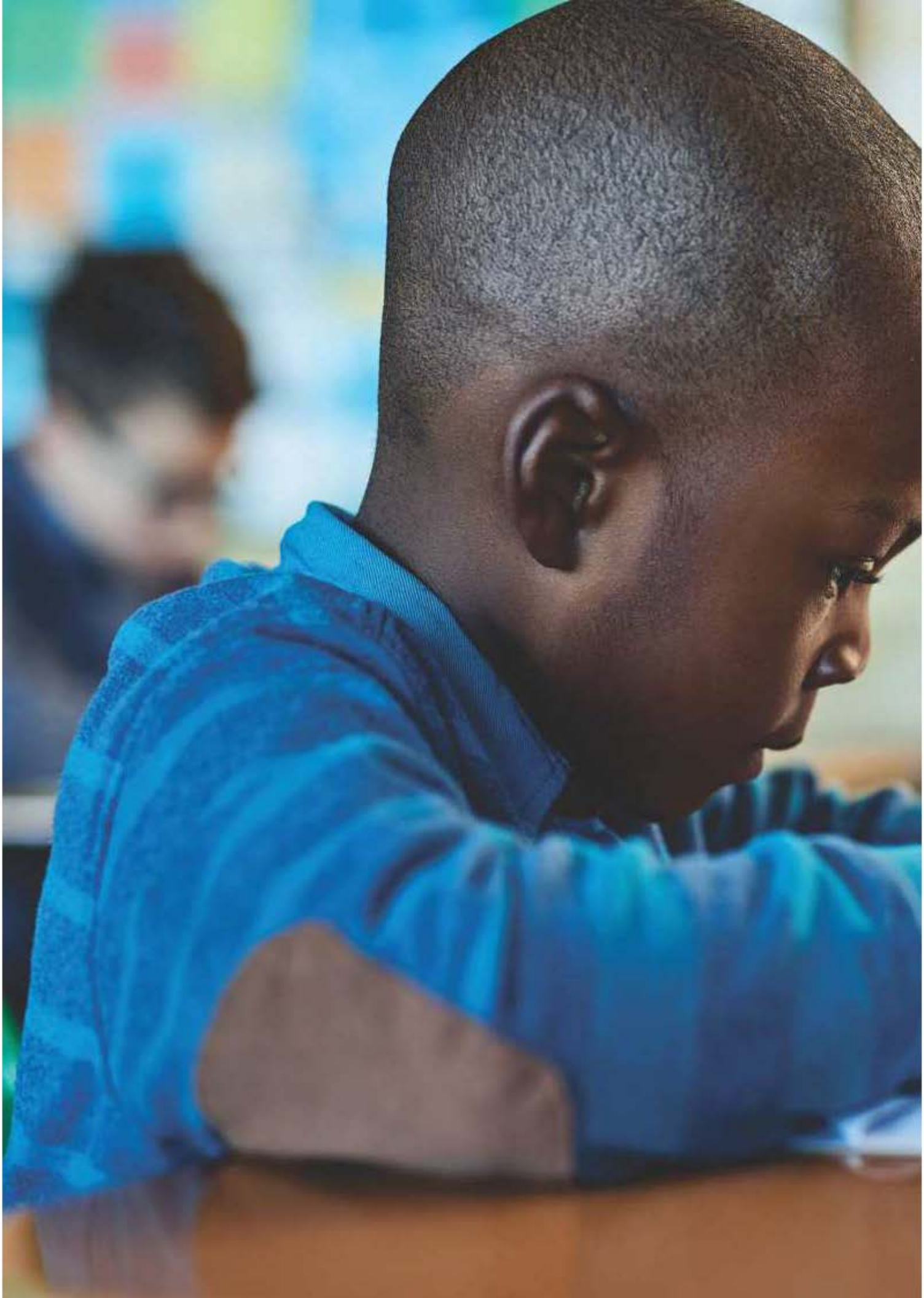
4.32 Botswana's healthcare sector has achieved remarkable milestones, from extending life expectancy and reducing HIV and malaria burdens to expanding specialist services and infrastructure. These accomplishments reflect sustained Government commitment, high levels of investment, and strong partnerships that have placed Botswana among Sub-Saharan Africa's leaders in health outcomes.

4.33 However, persistent structural challenges threaten to erode these gains. Rising maternal and child mortality, the growing burden of non-communicable diseases, health workforce shortages, fragmented financing, recurrent drug stockouts, and weak data systems underscore the urgent need for systemic reform. Heavy reliance on government financing and hospital-centric spending further limit sustainability and resilience.

4.34 Looking forward, Botswana has a clear opportunity to leverage global health mega trends to transform its sector. Expanding Universal Health Coverage, strengthening preventive and community-based care, harnessing digital health innovations, investing in workforce transformation, and fostering well-structured public-private partnerships can modernize and rebalance the system. At the same time, reforms in health financing, regulation, and supply chain management are critical to safeguard efficiency, equity, and sustainability.

4.35 With strategic investments and bold reforms under NDP 12, Botswana can build a more inclusive, resilient, and sustainable health system, one capable of addressing today's challenges while advancing its vision of universal access and improved health outcomes by 2030 and beyond.





B. EDUCATION SECTOR

The True North for the Education Sector is: ***"To cultivate globally competitive and innovative human capital by providing an inclusive, high-quality, and future-ready education system that empowers every Motswana for economic prosperity and lifelong success"***

To drive this True North, the focus will be on:

- increasing national pass rates,
- access and progression,
- institutional quality, and youth productivity.

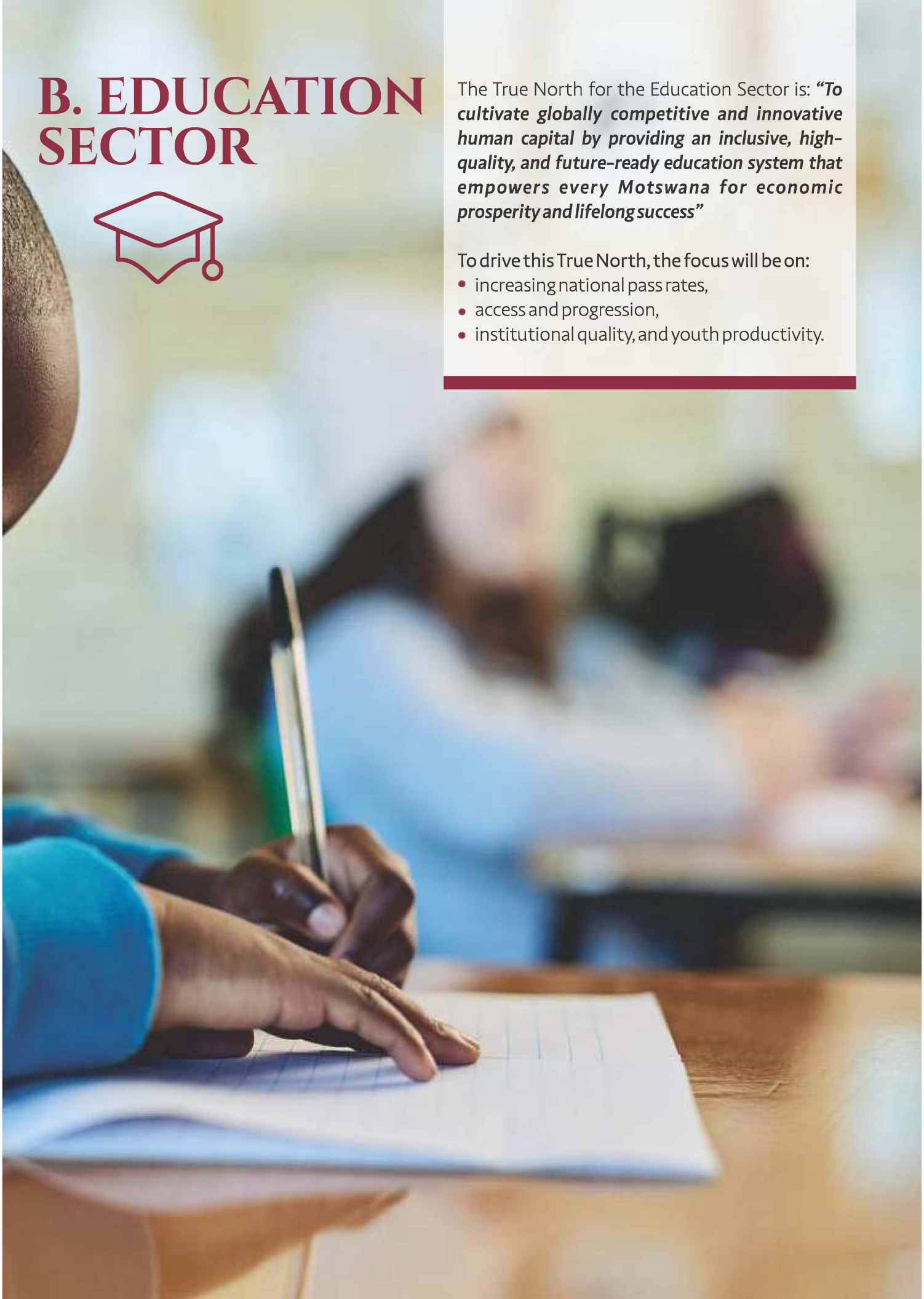
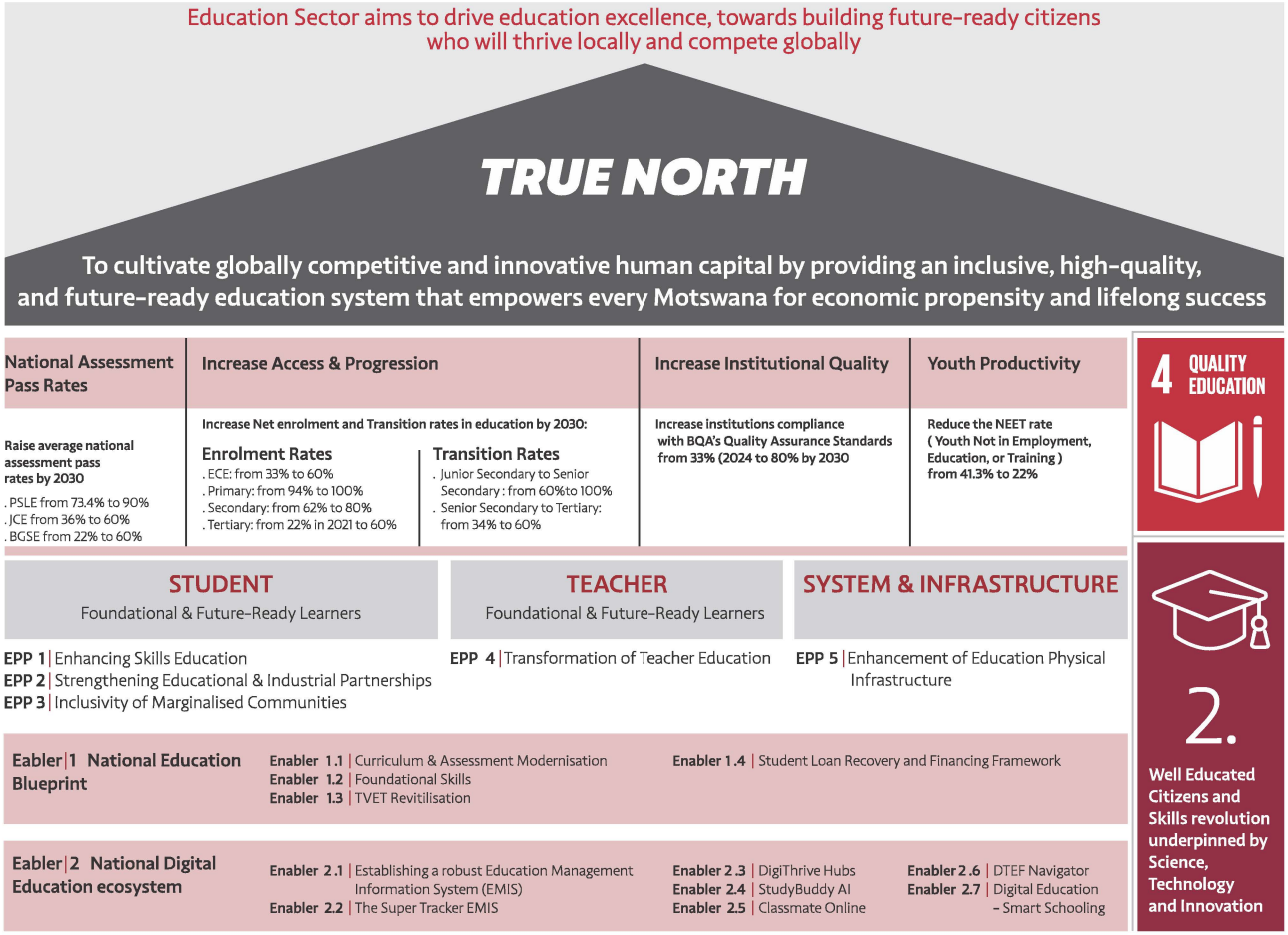


Figure 4. 2 : The House Chart For The Education Sector



Source: Ministry of Finance / National Planning Commission 2025

OVERVIEW

4.37 This calls for the enhancement of skills education (revitalisation of TVET), strengthening educational and industrial partnerships, inclusivity of marginalised communities, and transformation of teacher education as well as modernising the curriculum and assessment, strengthening foundational skills, enhancement of education physical infrastructure and establishing a robust education management information system.

4.38 Education in Botswana plays a central role in the country's development, serving as a key driver for social and economic progress. Botswana has made significant investments in expanding access to education, aiming to provide all citizens with opportunities for learning and personal growth. The education system is structured to support learners from primary school through secondary and tertiary levels, with a strong emphasis on literacy, numeracy, and skills for the modern workforce. Guided by the principle of "education for all," Botswana continues to focus on improving quality, accessibility, and inclusivity in its schools and institutions.

4.39 During the National Development Plan 11 (NDP 11) and the Second Transitional National Development Plan (TNDP) period, the Education sector exhibited a mixed performance across key indicators, including enrolment, pass rates, transition rates, and youth engagement. Primary education achieved near-universal access, with net enrolment rates reaching approximately 96–98 percent. However, this strong performance was not mirrored at the secondary level, where net enrolment dropped to about 62–67 percent, and gross enrolment hovered around 70–72 percent. The transition rate from junior to senior secondary stood at 59.6percent, revealing a significant drop-off in student progression. Furthermore, only about 54 percent of learners who entered primary education continued to secondary school, indicating retention challenges in the system.

4.40 In terms of learning outcomes during the plan period, the Primary Leaving School Examination (PLSE) recorded an average national assessment pass rate of 73.4 percent, the Junior Certificate Examination (JCE) recorded 36 percent against 60percent target for the financial year 2022/23 while the Botswana General Certificate of Secondary Education (BGCSE) realized 22 percent against 60 percent target for the financial year 2022/23.

In an effort to address these, school leadership and management was enhanced by introducing pre-service and in-service training programs for school heads with a view to foster professional and empowered leadership cadre which is capable of improving educational outcomes.

4.41 A major concern during NDP 11 was the high proportion of youth not in education, employment, or training (NEET). As of the fourth quarter of 2022, approximately 41.3 percent of young people fell into this category, pointing to systemic challenges in both education and the labour market. This high NEET rate reflects limited opportunities for meaningful engagement after school and underscores the need for stronger linkages between education, skills development, and employment. Overall, while Botswana made progress in access and basic educational outcomes during NDP 11, significant gaps remain in retention, post-secondary transitions, and youth empowerment.

4.42 It is against this background, that Government prioritized overhauling curricula across all education levels. Emphasis was on integrating STEAM subjects, strengthening the role of ICTs, and introducing multiple pathways at the upper secondary level to better align education with industrial and economic needs in particular for Botswana.

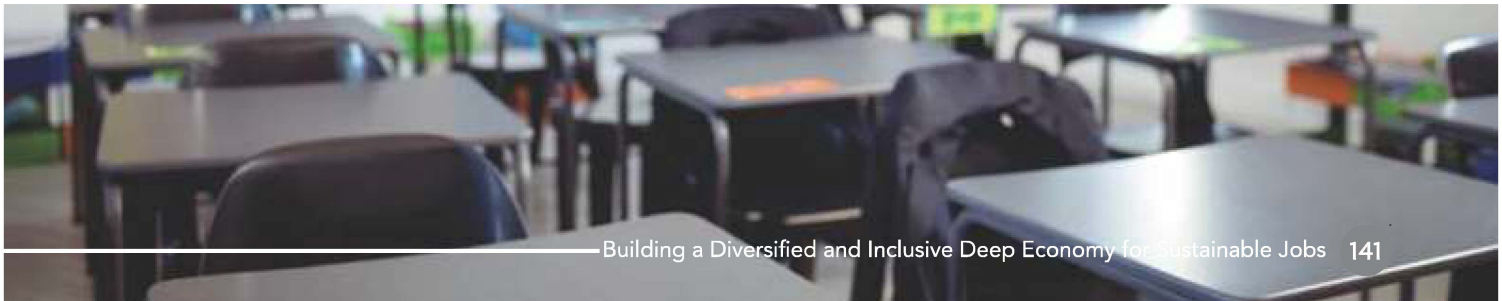
4.43 It was also realised during the plan period that the status and quality of Technical and Vocational Education and Training (TVET) needed to be revitalized. This was done in the spirit of creating viable alternatives to purely academic pathways – supporting practical skill development, entrepreneurship, and adaptability with an effort to close the gap between education and market demands and support economic diversification.

Early Childhood Education

4.44 To strengthen the foundations of quality education, the Government has committed to implementing a 2-year reception class program across public schools. This commitment has already led to the implementation of the one-year Reception Class program, which started in 2014. It is important to note that access to early childhood education is also being expanded through private providers and civil society initiatives to enhance learner readiness. The Ministry of Child Welfare and Basic Education has commenced data collection to assess school readiness for the inclusion of the second year of pre-primary education, as recommended by the Revised National Policy on Education (RNPE). This additional year will be introduced in schools with available space and, where necessary, through alternative arrangements with the help of the Public-Private Partnership Model.

MAJOR CHALLENGES

- Lack of inclusive infrastructure, which contributes to a very low representation of students with disabilities, with only 2 percent of them reaching higher education. Infrastructure is in a severe state of disrepair, with 75 percent of junior and 60 percent of senior secondary school facilities classified as "bad".
- Technical and Vocational Education and Training (TVET) institutions are inefficient, operating at a low 61 percent utilization rate, well below the national target of 80 percent.
- The education system still struggles to support learners with disabilities due to severe resource deficiencies. There are only 16 specialized schools for students with visual or hearing impairments, and less than 5 percent of vocational training content is adapted for them.
- Unemployment rate for the 15-24 age group is particularly high at 38.5 percent, indicating a significant disconnect between the skills of the younger generation and the demands of the labour market.
- Lack of internationally competitive qualifications and alternative training pathways erodes the nation's human capital. The emphasis on diploma-level qualifications over degrees in key fields limits the global mobility of Batswana professionals and weakens the country's competitiveness. Compounding this, the formal education system lacks the capacity and agility to offer specialized, industry-certified training in emerging fields, which forces employers to seek high-demand talent from abroad rather than from the local workforce.
- The Education Act, which dates back to February 1967, is fundamentally outdated and misaligned with the requirements of a modern, knowledge-based economy.
- The absence of a modern Education Management Information System (EMIS), creates critical data gaps and severely hinders the ability to make data-driven decisions regarding planning, resource allocation, and policy-making.
- Government allocates approximately BWP 2.7 billion annually to tertiary funding. However, the current structure of this funding model is largely unsustainable, as only about 16 percent of this amount is designated as recoverable loans, with the remaining majority being provided as non-recoverable grants.



MEGA TRENDS, OPPORTUNITIES & THREATS

MEGA TRENDS AND OPPORTUNITIES

- The world has already shifted into the 21st-century education system frame, which is technology-driven; therefore, Botswana will launch future-ready digital skills platforms.
- **Digital Learning and Connectivity:** System-wide blended learning, teacher upskilling, localised digital content.
- **TVET and Skills for Jobs:** Industry-driven training, apprenticeships, regional hubs in priority sectors.
- **Priority Skills Alignment:** Annual list linked to labour market, retraining vouchers, targeted scholarships.
- **Higher Education as Innovation Engine:** Research-industry partnerships, commercialization, internships.
- **Lifelong Learning and Micro Credentials:** Flexible, stackable pathways for youth and workforce.
- **Early Childhood and Learning Recovery:** ECD expansion, foundational literacy/numeracy catch-up.
- **Public-Private Partnerships (PPP):** Structured co-investment in schools, TVET, and labs.
- **Data and Adaptive Planning:** Integrated EMIS and labour market dashboards for decision-making.

THREATS

- **Graduate Joblessness on the Rise:** Unemployed individuals aged 15-34 consistently make up over 60 percent of total unemployment, causing a High Unemployment Youth Crisis. The youth unemployment rate (15-24) stands at 38.5 percent more than double the 16.9 percent average for upper-middle-income countries. This is a crisis and a threat to the Education sector as people are losing trust in the education system.
- **Systematic Skills Gap:** The education system is not adequately developing crucial 21st-century skills like innovation, critical thinking and entrepreneurial (STEAM), failing to meet job market demands.
- **Drastic Lag in Tertiary Enrolment:** Botswana's tertiary Gross Enrolment Ratio (GER) is only 21.8 percent.
- Systematic Inefficiencies and Lack of Competitiveness: Fundamental inefficiencies in data management, policy implementation, and curriculum adaptability.

STRATEGIES FOR NDP 12

4.45 Implementing the following three (3) strategies **(also depicted in Table. 4.3),** will enable Government to raise composite national pass rates from 46 percent in 2022 to 71 percent by 2030, Increase Tertiary Gross Enrolment rate in education from 22 percent in 2022 to 60 percent by 2030, increase institutions meeting full national quality BQA standards from 33 percent (2024) to 80 percent by 2030 and Reduce the Not in Education, Employment or Training (NEET) rate from 41 percent in 2022 to 22 percent by 2030.

FOUNDATIONAL AND FUTURE READY LEARNERS

a) Enhancing Skills Education

4.46 In its commitment to enhance skills education in Botswana, the government has modernised the curriculum and assessment through the General Curriculum and Assessment Framework (GECAF) to drive the general education sector. This entailed the adoption of a global competitive value based and developmental education system premised on Science, Technology, Engineering, the Arts and Mathematics (STEAM). The STEAM driven GECAF, as Botswana Education Transformative Framework, sets out a strategic vision to align education with the demands of the 21st Century to produce a global competitive knowledge worker. The GECAF has five (5) interconnected and integrated pedagogical levels focusing on the holistic development of learners and leveraging on STEAM education: ***Early Childhood Education, Primary Education, Secondary Education, Out of School Education and Special Needs Education.*** The pedagogical driving platforms of this reform is centred on the use of digitalization, E-learning, Coding and Robotics, and Teacher Empowerment.

4.47 The streamlined integration of the STEAM driven education transformation fosters a lifelong learning continuum that begins in day care centres and progresses seamlessly through early learning to primary and secondary education. Child Welfare is incorporated in all these pillars as a way of ensuring that every learner is protected, supported and included through online safety, data privacy, mental health, and psychosocial support within the schools.

4.48 In alignment with the Botswana Economic Transformation Programme's sector-based approach, sector-specific human resource development plans will be created to address both current and future skills need across the identified prioritized sectors. This effort will also involve skills profiling through the development of a national skills and competency framework, which will enable on-going identification of the skills and competencies required.

> To cultivate globally competitive and innovative human capital by providing an inclusive, high-quality, and future-ready education system that empowers every Motswana for economic propensity and lifelong success

4.49 The Technical and Vocational Education and Training (TVET) will be transformed to enhance skills development through embedding work-integrated learning into TVET curricula. The initiative will bridge the gap between theory and practice, reduce youth unemployment, and ensure a steady pipeline of skilled graduates who are work-ready and adaptable to Botswana's evolving economic sectors, including mining, tourism, manufacturing, ICT, and the green economy. This approach will also contribute to building stronger industry confidence in TVET as a driver of productivity and innovation.

- Government will modernize tertiary education training by upgrading the curriculum from diploma to degree level, aligning it with current industry and regional standards to improve graduate outcomes.

- Government will further re- implement Sports and Co-Curricular activities in all public schools to enhance social development and talent discovery.

b) Strengthen Educational and Industrial Partnerships

4.50 Botswana will strengthen Technical and Vocational Education and Training (TVET) internships and work placement programmes as a critical pathway for enhancing youth employability and aligning skills with labour market demands. The strategy will prioritise structured partnerships between TVET institutions, industry, and government to ensure that learners gain practical, hands-on experience in real workplace settings. A coordinated national framework will be developed to standardise internship quality, improve monitoring and mentorship, and incentivise industry participation through recognition schemes and possible fiscal support.

c) Inclusivity of Marginalised Communities

4.51 Promoting inclusive education requires a comprehensive approach that combines adequate resourcing, effective policy implementation, and a commitment to ensuring equal access for all learners. Government will create an educational system that truly supports every student, fostering an environment where diversity is celebrated and every learner has the opportunity to succeed. During NDP 12, Government will adequately resource and implement appropriate policies to ensure vulnerable learners have equal access to quality education and opportunities.

4.52 Furthermore, Government will implement an initiative aimed at giving learners that do not proceed to Senior Secondary and Tertiary institutions access to educational opportunities. This project will be implemented through the Out of School Education and Training (OSET) to improve their academic performance for further education as well as help them acquire technical skills they can use in the job market.

CAPACITY AND EXCELLENCE

Transformation of Teacher Education

4.53 Government will upgrade teacher training to produce educators equipped for the 21st century curriculum. This will be done through transformation of the teacher training programmes.

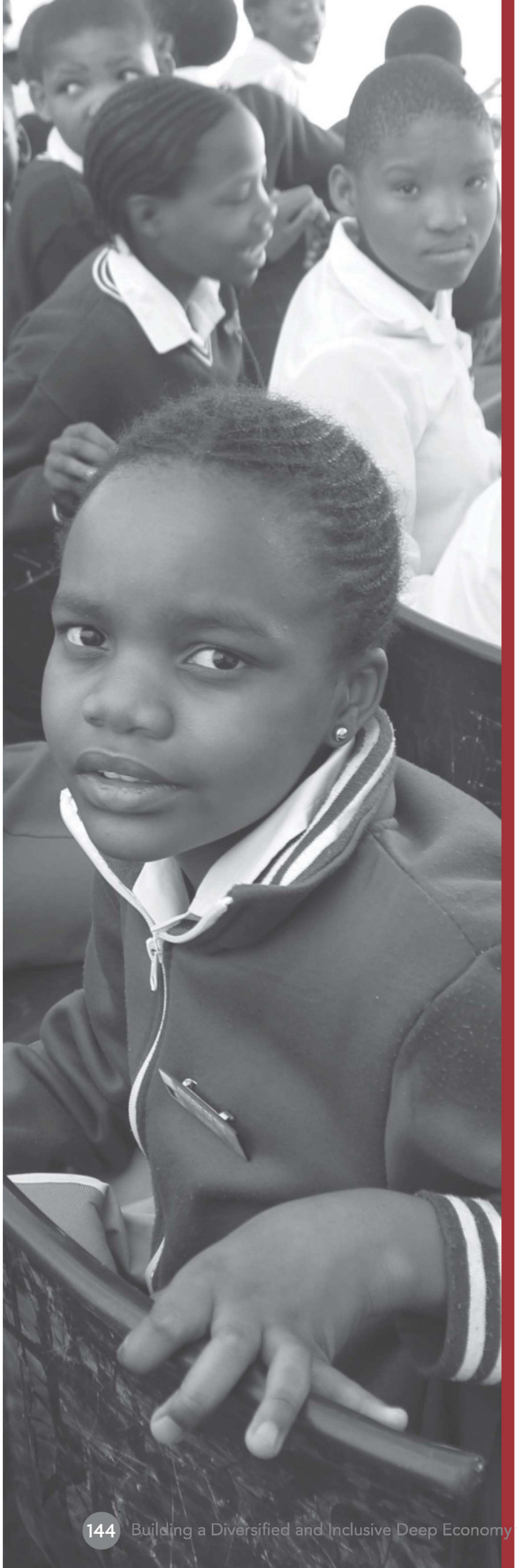
4.54 During NDP 12, the Government will implement a Teacher Continuing Professional Development policy framework with the view to ensure professionalization of the teaching cadre. This will also be used during the renewal of teacher licenses.

4.55 Furthermore, a training platform that equips individuals with the appropriate skills to enhance service delivery will be established. Among the training initiatives are the re-tooling of workers, which involves updating the skills of employees and unemployed graduates to align with current competencies.

SYSTEM AND INFRASTRUCTURE

a) Enhancement of Education Physical Infrastructure

4.56 During NDP 12, Government will commit to overhauling education physical infrastructure and transform it into modern, safe, optimally fit-for-purpose and sustainable teaching and learning environments. The strategy aims to improve access, equity, inclusivity, quality and efficiency in teaching and learning in alignment with provision of 21st Century skills.



4.57 Optimisation and development of multidisciplinary Centres of Excellence will be prioritised as a strategic approach to strengthen the education, skills, and innovation ecosystem. These centres will serve as hubs for high-quality teaching, research, and applied training, linking higher education institutions, Technical and Vocational Education and Training (TVET) colleges, industry, and research bodies. A clustering model will be adopted to pool resources, enhance collaboration across disciplines, and drive innovation-led growth by aligning skills development with priority sectors of the economy, such as mining, agriculture, manufacturing, health, Information Communication and Technology (ICT), and green energy. By fostering strong industry-academia partnerships, the Centres of Excellence will accelerate technology transfer, entrepreneurship, and employability, while also contributing to regional competitiveness and Botswana's long-term goal of becoming a knowledge-driven, diversified economy.

b) Education Information Management System (EMIS)

4.58 The government will establish a robust Integrated Education Management Information System (EMIS). Through this system, all teaching and learning functions will be put online. It will also deliver real-time data and analytics that will enhance monitoring, planning and resource allocation, including a real-time Learner Management System. In addition, manual processes will be digitized to enhance performance (implement e-learning, e-marking and institutional data management, digitization of examination process, electronic offering and virtual interactions as well as Botswana Learning Passport which will promote self-paced learning. The EMIS system will be linked with the National Labour Market Information System (LMIS).

c) National Labour Market Information System (LMIS)

4.59 An LMIS will be established that will provide regular, accurate, and time series data on education, training, and employment specifically to:

- Improve accessibility and flow of labor market data and information and reduce information asymmetry for users for improved policy formulation and planning for the supply of skills, maximizing business potential and support employer-jobseeker matching.
- Monitor labor market trends: The LMIS will monitor key labour market indicators such as employment rates, unemployment rates, job vacancies, wage levels, and workforce demographics. This information helps track changes in the labour market over time and identify trends which are useful for policy intervention.
- Enhance Job Matching: LMIS will provide job matching services by connecting job seekers with suitable job opportunities based on their skills, qualifications, and preferences. This can lead to quicker and more effective job placements.
- Facilitate skills planning and development: The LMIS will identify emerging skill needs and gaps in the labour market, enabling human resource development planning, educational and training institutions to align their programs with the demands of the job market. This helps ensure that the workforce is equipped with relevant skills.

d) National Education Blue Print

4.60 Government will review, develop and harmonize the education legal and policy frameworks to align with the 21st century trends in education. These will include amongst others – Review of Education Act of 1967, HRDC and BQA Acts; Development of the e-Education Policy; Technical and Vocational Education and Training (TVET) Policy; National Human Resource Development Strategy II (NHRDS); Special Education and Guidance Policies; Tertiary Education Financing Policy; Evaluation of the Education and Training Sector Strategic Plan (ETSSP); and the Revised National Policy on Education (RNPE) 1994.

4.61 During NDP 12, Government will streamline, align and strengthen the roles of education regulatory bodies and accreditation institutions in order to reduce duplication, enhance quality assurance, efficiency, and ensure alignment of qualifications, training, and labour market needs. In addition, alternative avenues to diversify funding in the education and training sector will be explored. This approach will ensure sustainability and provide benefits for future generations.

Table 4.3: Results Logic For The Education Sector

TRANSFORMING EDUCATION FOR A FUTURE-READY BOTSWANA

Case For Change	Input	Activities	Strategic Clusters	Impact
High Youth Unemployment & Skills Mismatch Addressing a critical disconnect between the education system and the labour market	**Students & Learners** (children, youth, and adults students across all education levesl)	1 Mordenise **curriculum & assessment** for future-ready leaning	**National Education Blueprint** Cross-cutting framework guiding curriculum, assessment, teacher development, and institutional quality across primary, secondary, TVET, and higher education.	**National Assessment Pass Rates** Raise composite national pass rates from 46% in 2022 to 71% by 2030
Low Access & Participation in Higher Education Limited progression to tertiary and vocational training is a barrier to building a competitive, knowldge-based workforce	**Teachers & Educators** (teachers, trainers, and education leaders who deliver learning)	2 Strengthen **teacher training** and professional development	**Students** Learners equipped with strong foundations, digital skills, and employability pathways, with inclusive access for all	**Access & Progression** Increase Tertiary GER in education from 22% in 2022 to 60% by 2030
Systemic Inefficiencies & Lack of Competitiveness Fundamental inefficiencies in data management, policy implementation, and curriculum adaptability	**Government Institution** (ministries, regulators, and education bodies)	3 Expand **digital skills and innovation pathways** for students	**Teachers** Strengthen capacity, modern training, and professional excellence across all education levels	**Increase Institutional Quality** Increase institutions meeting full national quality BQA standards from 33% in 2024 to 80% by 2030
	Industry & Employers (partners shaping demand-driven skills, and work pathways)	4 Deepen education **industry partnerships** to improve employability	**Infrastructure** Modern, safe, and inclusive facilities and institutional systems enabling quality learning	**Youth Productivity** Reduce the NEET rate from 41% in 2023 to 21% by 2030
	Communities & Families (support networks ensuring access, inclusion, and lifelong learning)	5 Enhance **inclusivity and equity** for marginalised learners	**Digital Education Ecosystem** EMIS, AI, Gadget literacy, and online platforms driving data-driven planning and digital learning	**Educational True North** To cultivate globally competitive and innovative human capital by providing an inclusive, high-quality, and future-ready education system that empowers every Motswana for economic propensity and lifelong success
		6 Upgrade **education infrastructure** and centres of excellence		

Source: Ministry of Finance / National Planning Commission 2025

CONCLUSION

The Education Sector acts as a cornerstone for building globally competitive, relevance and inclusivity across all levels with stronger alignment to labour market needs and the demands of a digital, knowledge-based economy.





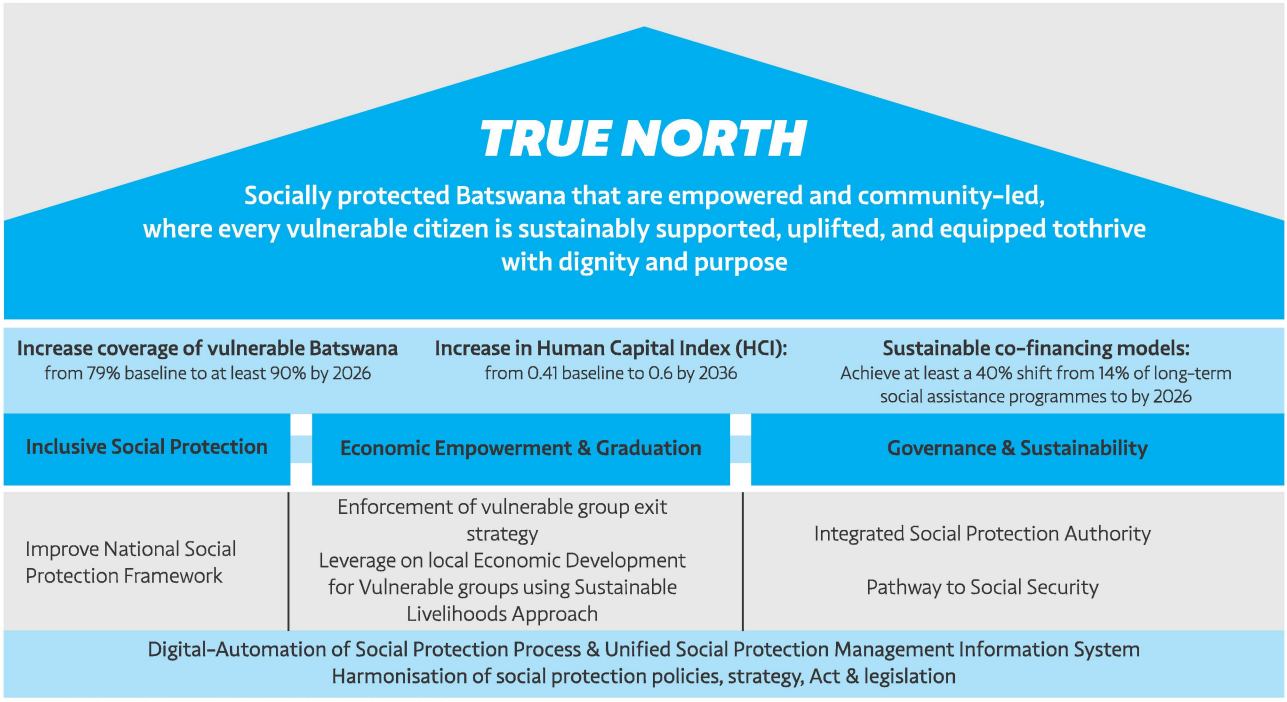
C. SOCIAL PROTECTION SECTOR

The True North for the Social Protection Sector is to create a ***"Socially protected Batswana that are empowered and community-led, where every vulnerable citizen is sustainably supported, uplifted, and equipped to thrive with dignity and purpose."***

This will be achieved through the following pillars

- **Inclusive Social Protection:** Ensures that all, especially vulnerable groups, have access to essential social safety nets and services.
- **Economic Empowerment and Graduation:** Provides pathways for individuals to transition from dependence on social protection to self-sufficiency through economic opportunities.
- **Governance and Sustainability:** Enhances institutional frameworks to effectively deliver social protection services.

Figure 4.3: House Chart for Social Protection



Source: Ministry of Finance / National Planning Commission

OVERVIEW

4.63 Botswana is among a few countries in the world that has the most comprehensive social protection systems, providing cover to approximately 60 percent of the population (Cities 40 percent; Urban Villages – 58.9 percent; Rural Areas – 68.3 percent). However, despite this broad coverage, the social protection system still faces significant challenges related to administration, coordination, targeting, coverage, adequacy and overall effectiveness, efficiency and sustainability of social protection programmes (SPPs).

4.64 Botswana's social protection system continues to play a significant role in reducing vulnerabilities across its population. Social Protection Programmes (SPPs) are fully established, functional, and make a substantial contribution towards achieving the outcomes of poverty eradication, creating employment opportunities, local economic development, and addressing social exclusion. However, the country faces challenges in ensuring the efficiency and effectiveness of its programmes.

MAJOR CHALLENGES

Some of the challenges experienced are:

- Out of a national population of 2,359,609, a total of 1,673,439 (70.9 percent) individuals benefits from various social protection programmes across ministries. This means that a significant proportion of the population relies on social protection raising concerns about the long-term financial sustainability of social protection programmes. This concern is made worse by the fact that: The thirty-eight (38) Social protection programmes are fragmented across eight (8) Ministries, leading to weak coordination, duplication, and overlaps in design and implementation.

- The Khoe-na/ne communities continue to face systemic exclusion through insecure land tenure, forced relocations, and restrictions on their nomadic lifestyle.

- There are Housing challenges: 12.3 percent of households live in poor-quality housing made from non-durable materials. Ten percent (10%) of households have more than three people per room, against SDG 11 standards. 37.2 percent of urban households live in a single multipurpose room, with 18.3 percent overcrowded. Around 12.1 percent of households lack access to sanitation, with rural areas disproportionately affected (31 percent).

- There is rising demand from social protection systems due to rapid urbanisation: The acceleration of urbanisation, particularly in major cities such as Gaborone and Francistown, has significantly increased the demand for adequate and affordable housing. This urban growth has outpaced the rate of housing development, resulting in growing waiting lists, land scarcity, and pressure on public housing schemes. Demand for serviced land has outpaced supply, with waiting times of up to 30 years in urban/peri-urban areas.

- There is rising gender-based violence (GBV), abuse, and moral decline linked to modernisation pressures.

4.65 There is limited rural industrialization, remains a significant development challenge in Botswana. Many rural areas lack sufficient economic opportunities, infrastructure, and value-adding industries to absorb the local labour force, especially among youth. As a result, there is a persistent trend of migration to urban centres in search for employment, education, and better living standards.

MEGA TRENDS

- **Demographic Shifts**

The global youthful population is youthful, and it is expected to increase steadily over the next few decades. For instance, the number of individuals aged 10-24 is projected to rise from 1.82 billion in 2010 to 1.89 billion by 2050. These trends indicate that the youthful population is growing and will continue to play a significant role in shaping the future of societies worldwide.

- **Urbanisation and Migration**

There is a growing trend of the increasing rural-urban migration leading to new vulnerabilities seeking better opportunities globally. These, put more pressure on provision of services and housing.

- **Technological Advancements**

Digital technologies are being increasingly used to improve reach, efficiency, and transparency across countries, such as digitised payments, open-source management information systems, mobile-based applications. There is recognition that countries with pre-existing robust delivery systems (including digital systems) coped better during COVID emergencies.

OPPORTUNITIES

- **Youth Dividend**

With the right empowerment, Botswana's youthful population could transition from dependence to productivity.

- **Local Economic Development (LED)**

Linking social protection beneficiaries to sustainable livelihoods, agribusiness, and SMEs to break intergenerational poverty can grow the local economies, hence reducing the rural-urban migration.

- **Digital Transformation**

Use of Social Protection Management Information Systems, biometric systems, and mobile payments to improve efficiency, reduce leakages, and expand reach.

- **Public-Private Partnerships (PPPs)**

There are opportunities for co-financing social protection through insurance, pension funds, and private sector Corporate Social Responsibility and this will reduce the dependence on Government.

THREATS

- **Fiscal Constraints**

Competing budget priorities (health, education, infrastructure) may limit sustainable funding.

- **Fragmentation and Duplication**

Multiple overlapping schemes increase inefficiencies and weaken impact.

- **High Dependency Ratios**

Rising demand from unemployed youth, vulnerable groups, and the elderly may strain systems.

- **Technology Gaps, especially in rural areas**

Strategies for NDP 12 in Support of diversification and economic resilience.



STRATEGIES FOR NDP 12

Harmonisation of Policies, Acts and Legislation

- Establish a Unified Social Protection Policy Framework: Align existing policies (e.g., National Social Protection Framework, Disability Policy, Gender Policy, Child Protection Policy, Rural Development Policy, National Youth policy, Social Security Policy, Housing policy) under one umbrella to eliminate overlaps, duplication, and policy conflicts.
- Review and Consolidate Legislation: Harmonise all laws governing Social Protection into a single coherent legal framework that reflects constitutional rights and international commitments (SDGs, AU Agenda 2063).
- Standardise Eligibility and Targeting: Develop common criteria for identifying beneficiaries across programmes to reduce fragmentation and double-dipping.
- Development of Employment Strategy for special groups (youth, persons with disability, gender) to facilitate a seamless transition for individuals moving from education and training into sustainable employment. This will also assist in promoting job creation and employment opportunities

Digital Automation of Services

- Single Social Registry (SSR): Fast-track the implementation of SSR and approval of Proxy Means Testing (PMT) as digital platforms for assessing, targeting and integrating all beneficiaries' information. This will enable accurate targeting, prevent duplication, and improve real-time monitoring. There is need to link SSR with the National Identification system, Civil and Birth Registration, and Education/Health databases to ensure up-to-date beneficiary profiling. A Comprehensive Housing Management System (CHMS) will be developed to improve monitoring and evaluation of the housing programme.
- End-to-End Digitalisation: Automate all Social Protection Programmes.
- ICT Infrastructure and Connectivity Expansion: With the use of technology in day-to-day activities, priority should be given rural and remote areas for connectivity to bridge the digital divide and allow marginalised groups equal access. This will result in the use of Mobile and e-Voucher Platforms for social protection services across the country.
- Integrated Social Protection Authority
- Establishment of a semi-autonomous authority of Social Development: Consolidate all social protection programmes currently spread across ministries under one institutional home for efficiency and accountability. The need to build the technical, financial, and human resource capacity of the new authority will be high priority to manage programmes effectively, enforce standards, and coordinate Civil Society Organisations (CSOs) and private sector partners.
- Introduction of Contributory Social Protection Schemes

The project will shift Batswana from social assistance to contributory social security, easing fiscal pressure and ensuring long-term sustainability.

- Introduce contributory social protection schemes: The aim is to mandate parastatals, the private sector and non-governmental organisations to contribute to a pension fund and encourage the informal sector to contribute to a voluntary pension fund. Furthermore, establish a contributory Social Insurance to protect employees and their families against income insecurity caused by contingencies such as unemployment, employment injury, maternity, sickness, disability, old age and death.

Programmes for Marginalised Groups

- Disability Inclusion: Implement the Persons with Disability Act fully, ensure budgetary allocations for disability services, expand rehabilitation and assistive technologies (wheelchairs, hearing aids), and designate disability officers across sectors.
- Rural industrialisation- The sector will Promote agro-processing hubs in rural areas to add value to local produce, create jobs, and stimulate local economies.
- Remote Area Development: Strengthen the RADP with targeted interventions for indigenous communities, including expanded ECD facilities, school feeding, and mobile health and education services.
- Data-Driven Targeting: Use the SSR to disaggregate data (gender, disability, rural/urban, age) to track inclusiveness and design customised interventions for hard-to-reach populations.

Child welfare strategies

- Policy and Legislative Framework for Child Welfare
- Based on the commitments on protecting the rights and well-being of children, Government will review the Adoption of Children Act of 1952 and the Children's Act 2009 during NDP 12.

Provision of Sanitary Pads and P300 allowance

- One of the Government's mandates is to address the children's needs, ensure protection of their rights and wellbeing from conception to completion of Basic Education. To achieve this, a monthly allowance of Three Hundred Pula (P300) will be given to citizens for new born babies until they reach 12 months of age. In addition, female students will be provided with free sanitary pads to uplift and uphold their dignity and uninterrupted schooling.

Supplementary Feeding Programme

- During NDP 12, Government will implement the Home-Grown School Feeding Programme. This initiative will use the demand for school meals as a driving force for Local Economic Development and Agricultural transformation, thereby, creating employment and building stronger and more resilient communities. Through this programme, students will receive fresh, nutritious, locally sourced meals.

4.66 Other notable Strategies to address the challenges and/or gaps identified with a view to further enhance the attainment of Key Policy Indicators (KPIs) during NDP 12 will include the following:

- Decentralisation of services has to be expedited to allow social empowerment; and
- Data management, monitoring and evaluation. To achieve this, Government is currently developing the Botswana Strategy for Development of Statistics (BSDS) II which aims to prioritise the mainstreaming of gender into the National Statistical Strategy. By embedding gender considerations into the BSDS II, Government aims to identify inequalities in the situation of women and men in all areas of life, thereby providing vital and concrete guidance for policy formulation to address identified gender gaps in children.

Table 4.4: Results Logic For The Social Protection Sector

Socially protected Batswana that are empowered and community-led, where every vulnerable citizen citizen is sustainably supported supported, uplifted and equipped to thrive with dignity and purpose

Social Inclusiveness

Case For Change	Input	Activities	Strategies Clusters/Outcomes	Impact
Fragmentation and weak Coordination Inefficiencies in Programme Delivery Unsustainable Financing Marginalisation of Khoe-na/ne Communities	Funding, Human capital (highly trained skilled workers), ICT Human capital (Skilled human resources), Data, Technology. Monitoring and evaluation systems and Policies Policy and Legal framework, Human Capital, automatic and technology Funding, Human capital, legal and policy framework, partnerships, capacity building, data and technology	1. Develop social protection act, establish semi autonomous authority, digital automation. 2. Rationalise social protection funtion 3. Develop regulatory framework, digital infrastructure, monitoring and evaluation 4. National review of RADP program and baseline assessment, core design of Khoe-na/ne communities, implementation in Khoe-na/ne communities, policy adoption and national rollout, review and implement the Botswana language policy draft in education, development of plan to assist Khoe-na/ne to access land, equip Khoe-na/ne communities with modern and indegenous skills.	Inclusive Social Protection Economic Empowerment and Graduation Governance and Sustainability Inclusive Social Protection	An improvement in the quality of life of all vulnerable groups across population groups and contribution to sustainable economic development Create a socially inclusive and caring society and deliver sustainable economic development Sustainable co-financing models Increase coverage of vulnerable Batswana

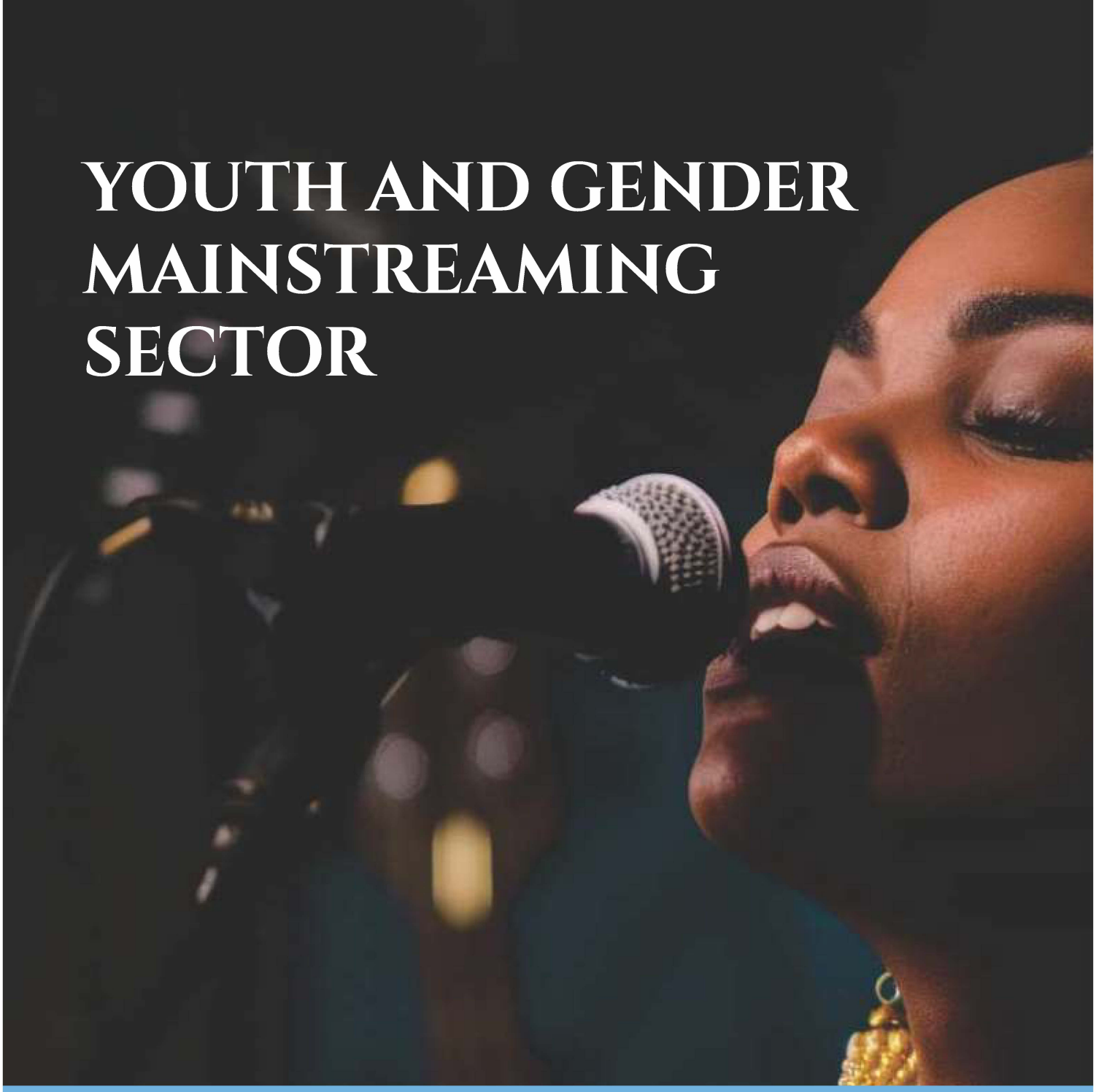
Source: Ministry of Finance / National Planning Commission 2025

CONCLUSION

4.67 Botswana's social protection system has made significant progress in reducing vulnerabilities and promoting social inclusion, yet persistent challenges such as fragmentation, weak coordination, and unsustainable financing limit its overall effectiveness.

4.68 Strengthening harmonization, expanding economic empowerment initiatives, and embedding gender, youth, and disability considerations into policy design will be critical during NDP 12 for building a more inclusive, efficient, and sustainable system that safeguards citizens and supports long-term development.

YOUTH AND GENDER MAINSTREAMING SECTOR



"create an inclusive environment, where women, men and the young people of Botswana are active participants and beneficiaries in socio-economic, cultural and political development".



The True North for the Youth and Gender Mainstreaming sector is to ***"create an inclusive environment, where women, men and the young people of Botswana are active participants and beneficiaries in socio-economic, cultural and political development".*** The main aim is to recognize that citizenry is not homogenous, requiring specific measures to address their differing and at times diverging needs. This will be achieved through the following six (6) key pillars of:

Employment and employability
Building skills for the job market, fostering entrepreneurship and economic diversification for youth and women;

Education
Access to quality education and lifelong learning, while promoting vocational training;

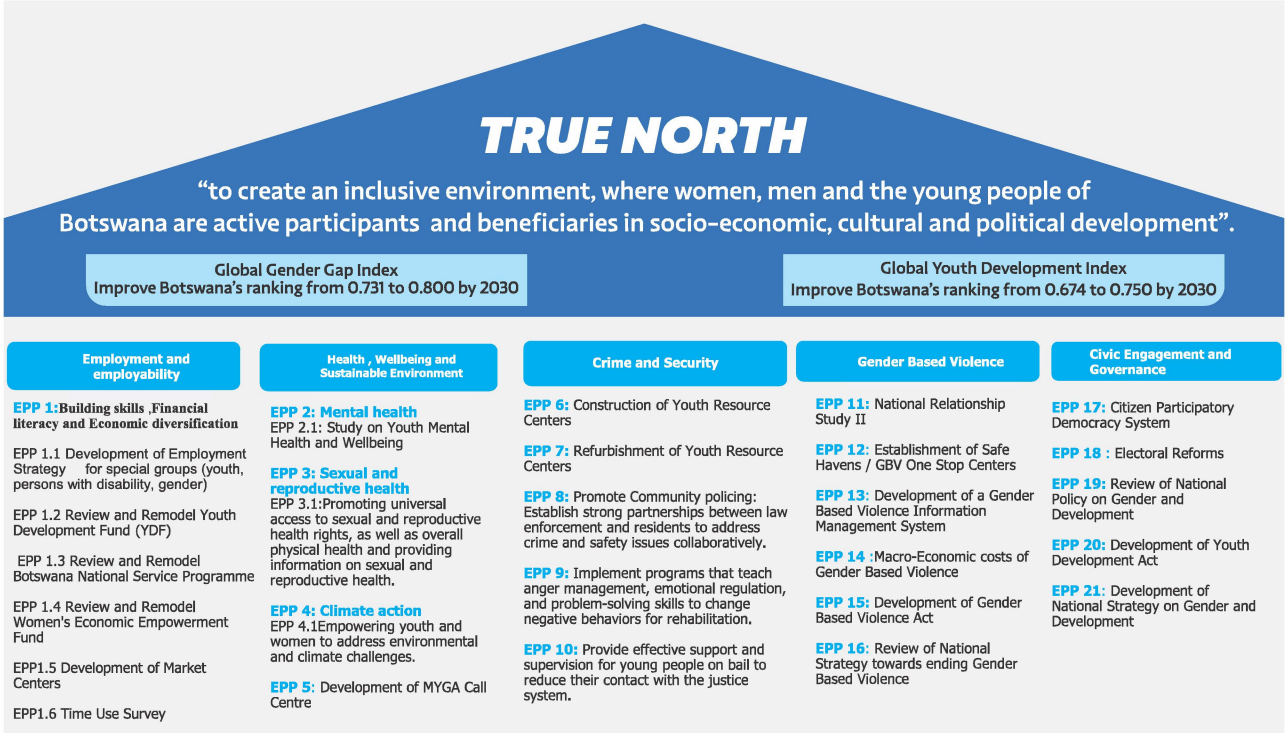
Health and well-being
Addressing mental health challenges, promoting well-being, and ensuring universal access to sexual reproductive health rights;

Gender Based Violence
Combating and preventing all forms of Gender Based Violence, including domestic violence, sexual exploitation, and human trafficking as well as educating women, men and youth on gender dynamics and how to combat violence. Peace-building: Engaging youth and women in conflict prevention and reconciliation;

Crime and Security
Prioritise prevention and early intervention through community policing, the creation of safe spaces, mentorship, support for offenders and rehabilitation, as well as restorative justice; and

Civic Engagement and Governance
Promoting gender equality, youth and women's participation in politics and leadership, and civic dialogue.

Table 4. 5: House Chart For Youth And Gender Mainstreaming



Source: National Planning Commission 2025

OVERVIEW

4.69 This sector is led by the Ministry of Youth and Gender Affairs, and the main focus is on prioritising the promotion of gender equality and women empowerment, as well as youth development. These will be done by optimising the current legislation, policies and various economic empowerment programmes.

4.70 High youth unemployment remains a challenge in the country. This is also a contributory factor to social ills such as alcohol and substance abuse and crime. Additionally, young people are susceptible to mental health issues and new HIV infections. Youth and women's participation in politics and leadership requires an intervention. There is generally low uptake of Youth and Gender mainstreaming across sectors.

4.71The country continues to experience the rising gender-based violence (GBV), abuse, and moral decline over the recent years. This has posed as a serious challenge to the nation and calls for strengthening of laws to address the issue. Women are notably economically disempowered. While there is a strong policy framework for integrating gender issues across government, notably through the National Policy on Gender and Development (NPGAD) (2015), implementation remains a challenge.

MEGA TRENDS, OPPORTUNITIES AND THREATS

MEGA TRENDS

Demographic Shifts

- A growing youth population in Botswana, and a global youthful population which is expected to increase steadily over the next few decades, indicating that young people will continue to play a significant role in shaping the future of societies worldwide.
- Growing numbers of gender vulnerability such as women in care giving roles, higher employability and poverty exposure.
- Growing youth population with rising political and social demands. Demographic Shifts: changing population dynamics, including youth bulges and ageing population, impacting workforce planning and social services demands.

Women's inclusion in the mainstream economy

- Increase the number of women in the mainstream economy.

Health Risks

- Increasing HIV/AIDS prevalence especially amongst the adolescent girls and young women.
- Increasing multiple disabilities and mental health problems due to various reasons such as drug and alcohol abuse, injuries, accidents and diseases.

> *"create an inclusive environment, where women, men and the young people of Botswana are active participants and beneficiaries in socio-economic, cultural and political development".*

OPPORTUNITIES

Digital Transformation

- Providing access to education, skill development, and career paths in the digital economy.
- Provide young people with the skills, tools, and opportunities to thrive in a technology-driven world by fostering creativity, digital literacy, and employability.

Domestication of international Instruments

Alignment of national laws, policies, programmes and projects with international Youth and Gender commitments.

Youth Dividend

With the right empowerment and opportunities, Botswana's youthful population could transition from dependence to productivity.

Governance

Proactive engagement of youth and women to harness their potential to strengthen democratic participation, as well as their inclusion in the assumption of political roles.

THREATS

High youth unemployment rates

Increasing School dropouts: Youth who drop out are three times more likely to commit violent crimes.

Street involved: Youth who are "street involved" are more likely to have both social vulnerabilities and psychopathologic symptoms, increasing their predisposition to crime.

School-aged crime: Research indicates that secondary school students commit crimes both in and out of school, and are aware of criminal behavior around them.
Improper socialisation, dysfunctional families, negative peer influence, and lack of positive male role models are linked to youth crime.

Drug abuse: Youth who use illicit drugs are four times more likely to commit violent crimes than those who do not.

Crime and Security: Youth crime is a significant issue in Botswana, with statistics showing a high involvement of young males in criminal activity.

Gender Based Violence (GBV): currently stands at 37 percent amongst women and 21 percent amongst men. For children's experience; 28.4 percent females and 43.0 percent males experience physical violence before the age of 18 years. Moreover, 9.3 percent female and 5.5 percent male children suffer sexual violence prior to the age of 18 years.

Men's Mental Health: The male suicide rate is four times higher than that of females in Botswana that is; 26.3 and 6.4 per 100 000 population respectively. In addition, 52.4 percent men and 47.6 percent women are prone to mental health illness. It is worth noting that Mental health and GBV have a strong linkage which require intensive cognisance and special attention.

The low Representation of Women in Politics: the First-Past-The-Post (FPTP) electoral system has grave limitations in promoting popular representation, inclusiveness, and consensus-building which are key indicators of a robust democracy.

Low Participation of Women in the Mainstream Economy: the gender distribution indicates that women's participation in the mainstream economy is generally low, e.g., in quarter 1, 2024; employment was at 49.3% for males and 50.7% females. In the formal sector, females were 54% and males 46%. In the informal sector, there were 44% females and 56% males. On the other hand, the manufacturing sector employed 52.8% men and 47.2% women.

Gender Blind Public Finance Management (PFM): The government of Botswana released a stand-alone gender-responsive Public Financial Management (PFM) assessment (PEFA 2022) which revealed that there was much progress to be made in order to ensure that the PFM system addresses gender disparities.

STRATEGIES FOR NDP 12

Develop an Employment Strategy for special groups (youth, persons with disability, gender) to facilitate a seamless transition for individuals moving from education and training into sustainable employment through targeted upskilling, work readiness support, and character-building support. and character building amongst others. This will promote job creation and entrepreneurship while addressing the need for a more balanced distribution of employment across strategic industries such as manufacturing, agriculture, and technology and services. This approach will reduce the current over-reliance on Public Sector employment which strains Government's dwindling resources and is not sustainable in the long term.

Revise the 2010 Botswana National Youth Policy to include emerging trends of issues affecting the youth, as well as to introduce measurable targets and implementation mechanisms for stronger accountability across sectors.

Introduce a Youth Development Act which will establish the Youth Commission as well as strengthen the Botswana National Youth Council among others, aimed at improving coordination and adequately addressing youth related matters.

Expand state-of-the-art youth facilities for arts, sports, culture, digital skills and innovation, wellness and mental health services, entrepreneurship, digital skills and innovation, while linking youth to financing schemes and ICT-based opportunities. There will be close collaboration between the Ministry of Youth and Gender Affairs, Ministry of Sports and Arts, and Ministry of Communications and Innovation in availing youth friendly facilities.

Review the Youth Development Fund (YDF) and remodeled it to address issues of concern through the adoption of an ecosystem approach to youth entrepreneurship. Deliberate efforts will be made to support young innovators to develop scalable solutions and leverage digital technologies.

Facilitating the; National Youth Volunteering movement, revamping of the Botswana National Service Program (BNSP). Further, the introduction of a National Mentorship Program, will link youth to industry professionals, entrepreneurs, and leaders.

Re-establishing *the Youth Parliament* as a platform for empowering youth advocacy and participation in democratic processes, policy dialogue and leadership development.

Strengthen Mental health programming, including the development of a rehabilitation centre in partnership with the Ministry of Health, to address rising cases of substance abuse, depression, self-harm, violence and psychosocial challenges.

Introduce a Gender Based Violence Act to strengthen prevention and response to GBV. A multi sectoral approach will be pursued including the establishment of One Stop Service Centres and expansion shelters for the of support survivors. For prevention, a multi-sectoral approach will be prioritized including inculcating gender equality principles from early childhood development through to higher education by integrating a gender sensitive curriculum.

Formulate a National Gender and Development Policy as well as National Gender Strategy as part of addressing gender inequalities.

Develop a Gender Equality Act to safeguard the rights of all persons, close persistent gender gaps, and align Botswana's national policies with regional and international commitments such as CEDAW and Agenda 2063.

Implementing Electoral Reforms that reflect Batswana's core values of inclusion. Particular attention needs to be paid to the power relations that emanate from the patriarchal structure of our society. It is important that the electoral reform is people driven and fully reflects the interests of the citizenry.

Women Economic Empowerment programmes will be strengthened through entrepreneurial skilling, access to finance and Market Centres development.

Adopt a Gender Responsive Budgeting. The Ministry of Finance will adopt a Gender Responsive Budgeting to close the identified gaps. Gender Responsive budgeting has been recognised as a catalyst for achieving sustainable development.

Mainstream Youth and gender across all sectors to ensure inclusive and equitable national development. This will involve integrating youth and gender priorities into policy formulation, laws, planning, budgeting, and implementation processes. All Ministries, departments, and agencies will conduct gender and youth impact assessments, apply responsive budgeting tools, and promote equitable access to sustainable jobs, as well as participation in leadership and decision-making structures. Efforts will also focus on strengthening institutional capacity, improving data systems for age and sex disaggregated data, and fostering partnerships with the private sector, civil society, and development partners to advance equality, empowerment, and meaningful participation of all citizens in national development.

4.72 Noting that statistics is critical to measure and monitor the realities of the lives of Youth, Women and Men, and of Girls and Boys; Government is currently developing the Botswana Strategy for Development of Statistics (BSDS) II which aims to prioritise the mainstreaming of Gender and

Youth into the National Statistical Strategy. By embedding these considerations into the BSDS II, Government will identify inequalities in the situation of Women and Men and Youth in all areas of life, thereby providing vital and concrete guidance for policy formulation to address identified gaps.

Botswana's strategic priorities for strengthening national Gender and Youth statistics over the next five years will therefore put emphasis on producing a comprehensive Youth and Gender Statistics Report aligned with the SDGs and other international commitment.

Table 4. 6 : Results Logic For The Youth And Gender Mainstreaming Sector

Integrating gender equality and youth empowerment into national development to ensure young people, women and men participate and benefit equally

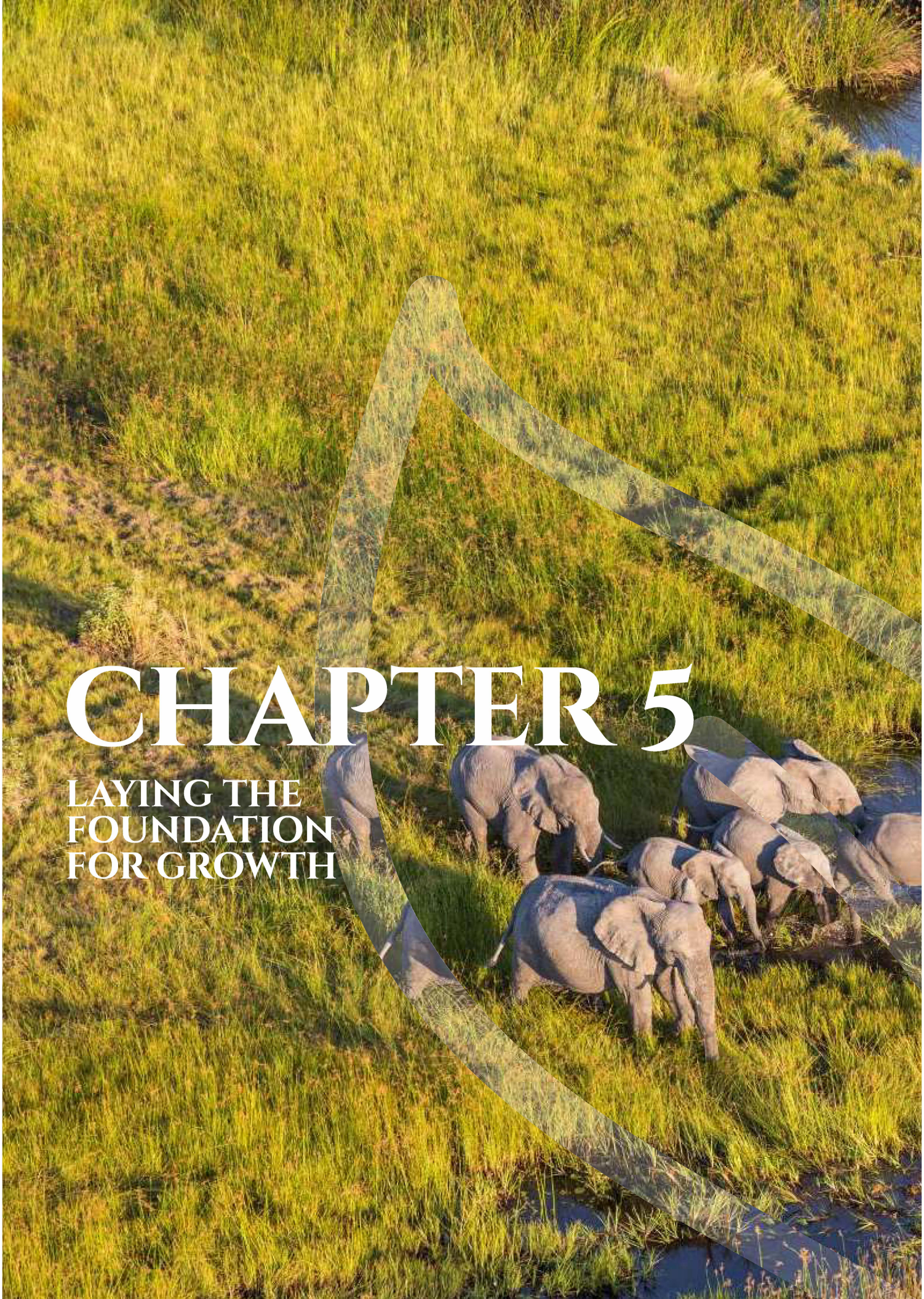
Case For Change	Input	Activities	Strategic Clusters	Impact
High Youth Unemployment High wasted labour supply, delinquency and crime, risking national security, stability and tranquility **Crime and Security** High crime rates amongst the youth creates a pervasive sense of fear and distrust among communities and leads to an overburdened justice system as well as higher financial and human resource demands on law enforcement, courts and correctional facilities. **High Gender Based Violence (GBV) Prevalence** Batswana are haunted by the persistent gruesome and escalating GBV cases. **The low representation of women in politics** The absence of women, youth and other vulnerable groups in Parliament , Cabinet and Councils compromises their human rights, political efficacy, weaken democratic legitimacy and under investment in marginalised groups	**Capacity Development** Improving educational quality and relevance, addressing skills gaps, promoting entrepreneurship, mainstreaming social safety nets and creating and environment for decent work. **Legal & Policy Frameworks:** Constitution, statutes, regulations, model laws, bilateral/regional instruments, policy and institutional reforms. **Addressing crime and security gaps:** Adopt community-based initiatives, skills development and collaborative partnerships. **GBV Management** Adopt a multi-faceted approach including strengthening and enforcing laws, challenging harmful social norms and gender stereotypes and providing comprehensive support services for survivorsl . **Electoral Reforms:** Implement affirmative action such as quotas and gender-sensitive laws.	1 **Modernise & harmonise laws and policies** using model laws where appropriate; remove bottlenecks. 2 **Accelerate case flow & redress** GBV prosecution/court performance, legal aid, victim support and service standards. 3 **Embed integrity participation** Civic education, compliance to international obligations	**Open & Accountable Government** Fair, accountable, and efficient governance, transparency in government operations and accountability for public resources **Safety and Security** Citizens and residents feel safe and protected. Stable political environment and effective protection of national interests **High-Performing Institutions** Leadership, operating models, skills, ethics, performance management, and service standards across GPS bodies to drive reliability and results **Rule of Law** Accessible laws that are applied consistently impartial in the justice system **Pluralism in public discourse** Public interest and participation in social change **Youth and Gender Development Framework** Polices and strategies that inform Sectorial Policies, Projects and Programmes	**Global Youth Development Index:** 0.674 (2023) baseline to at least 0.750 by 2030 **Global Gender Gap Index** 0.731 (2025) baseline to at least 0.800 by 2030

Source: National Planning Commission

CONCLUSION

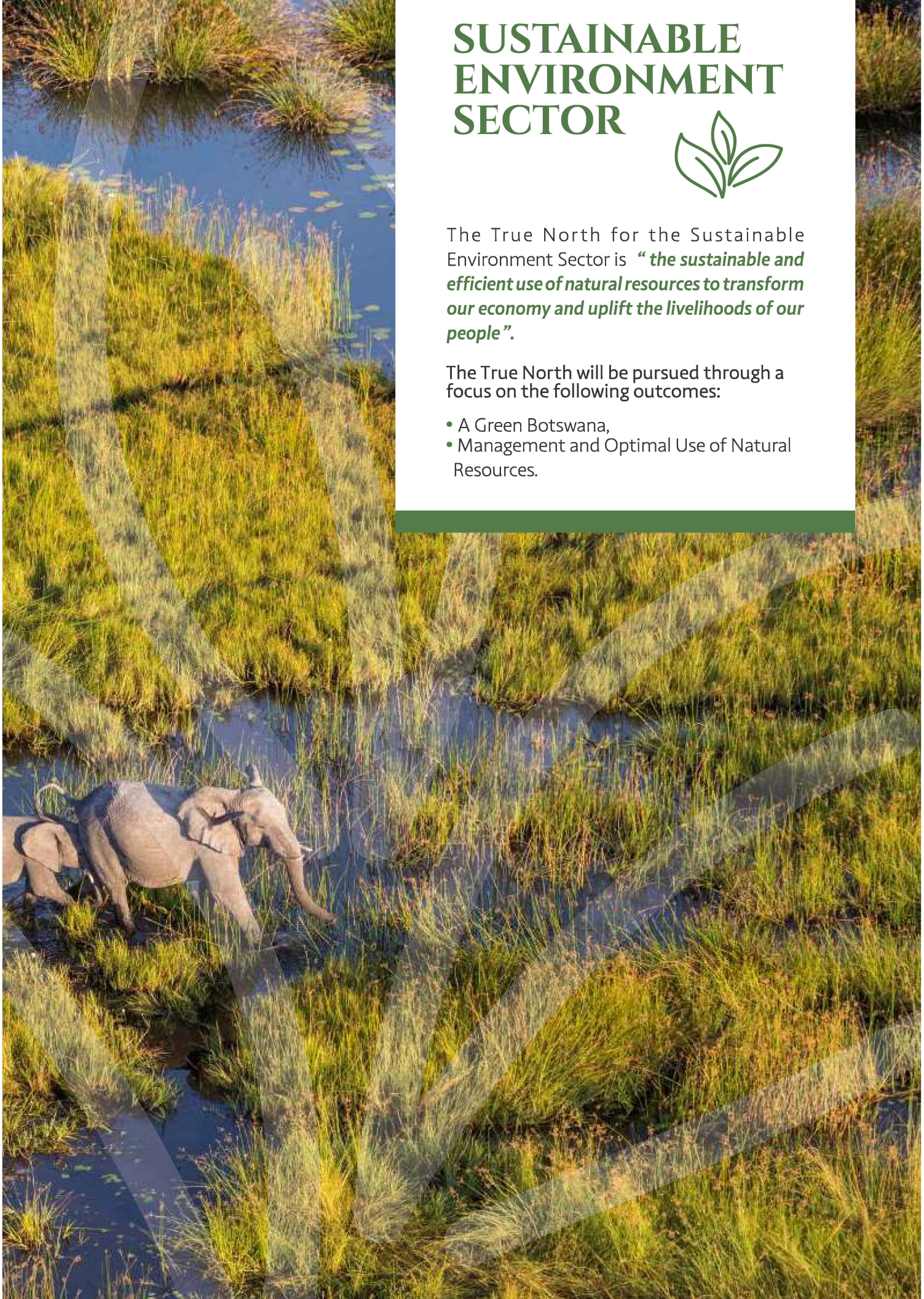
4.73 Given the urgent need to include every citizen in the development of our economy, it is imperative that deliberate decisions and actions are employed to include the marginalised and vulnerable populations in priority setting, for this is the only surety for their meaningful engagement and participation in sustainable development. The persistent method of adopting common and conservative approaches to development has overtime limited equal participation of citizens in developing the Botswana economy. The specific inclusion on Youth, Gender, Persons With Disabilities, Remote communities and other marginalized groups remain fundamental to the National Development Plan 12.

It is evident that countries that are more inclusive, tend to have their economies progressing positively as they adopt policies, projects and programmes that provide for the specific needs of their communities. The current economic status of Botswana requires a complete shift from the conventional approach towards development to embracing an inclusive one where the needs and aspirations of individual citizens are recognised and opportunities are availed to them. This needs to become evident and clearly pronounced in all prioritised sectors in the National Development Plan and the Economic Transformation Programme. It is imperative to ensure that Youth and Gender issues are mainstreamed and programmed for at both planning and implementation stages.



CHAPTER 5

LAYING THE FOUNDATION FOR GROWTH



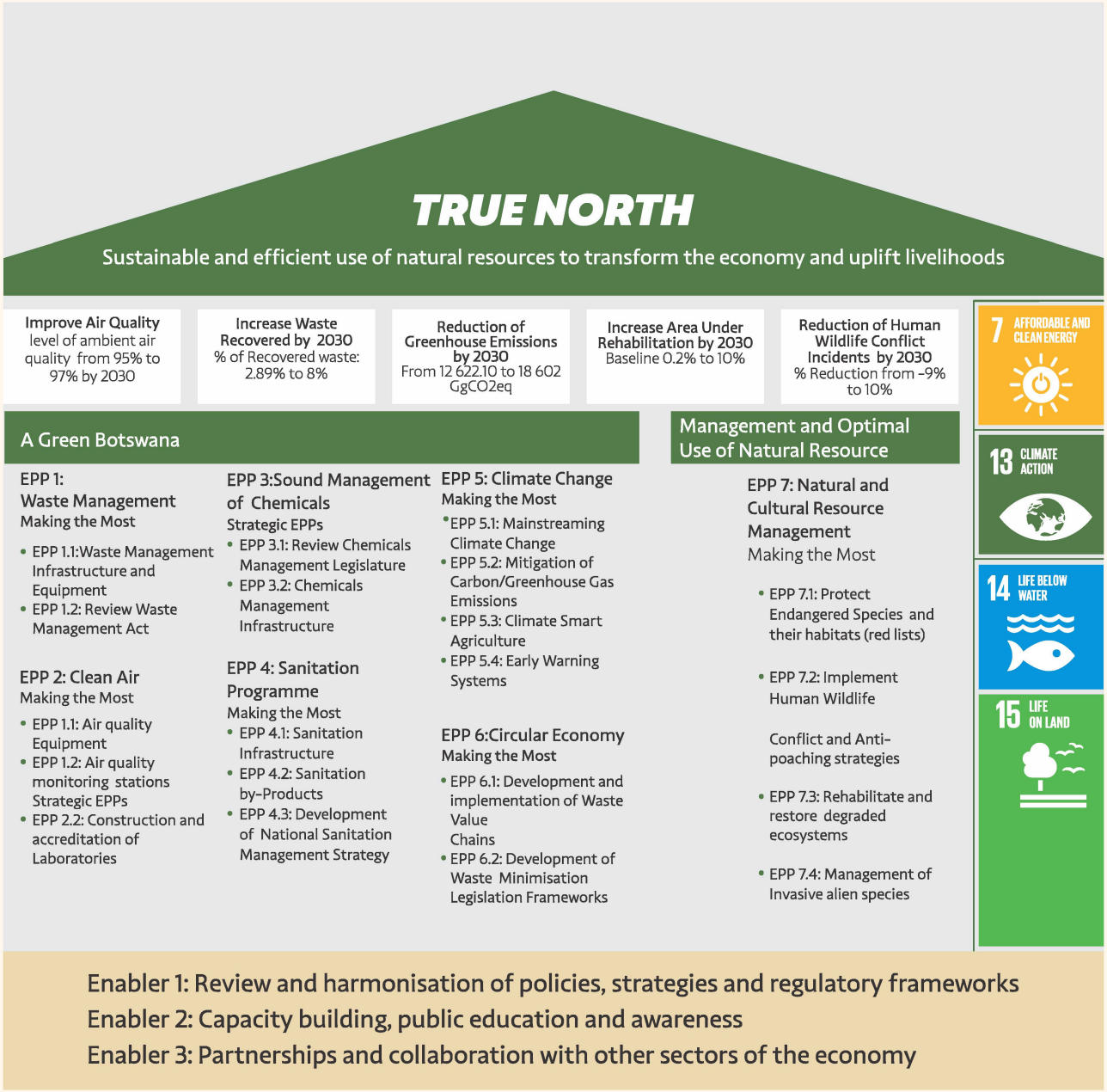
SUSTAINABLE ENVIRONMENT SECTOR

The True North for the Sustainable Environment Sector is ***" the sustainable and efficient use of natural resources to transform our economy and uplift the livelihoods of our people ".***

The True North will be pursued through a focus on the following outcomes:

- A Green Botswana,
- Management and Optimal Use of Natural Resources.

Figure 5.1 : House Chart For Sustainable Environment Sector



Source: National Planning Commision

OVERVIEW

5.2 The Environment Sector is a key enabler of Botswana's sustainable development agenda, anchoring economic growth through climate resilience, natural resource stewardship, and green transformation. The sector prioritises the outcomes of A Green Botswana, Improved Water quality, and Optimal Use of Natural Resources. As the nation's population continues to grow and the demand on finite resources intensifies, the need for land management and optimal use of natural resources becomes increasingly critical. Efforts to mitigate climate change, biodiversity loss, and land degradation align with global goals (SDGs 7, 13, 14, and 15), positioning Botswana to balance development with environmental preservation for long-term prosperity.

MAJOR CHALLENGES

Pollution

5.3 Environmental Pollution is a growing concern. Industrial waste discharges, single plastic use, agricultural runoff and untreated sewerage continue to contaminate the environment making it unsafe for ecosystem and human health. In addition, pollution threatens water resources increasing water scarcity.

Open Defecation

5.4 There is a growing challenge of open defecation including urination in public spaces such as bus ranks, shopping malls and along major highways. This compromises hygiene and lowers the aesthetic value of our environment and public spaces. Where there are public toilet facilities, there are challenges surrounding accessibility, operation and maintenance and application of user fees. The current situation is not in alignment with SDG 6.2 that calls "for achieving access to adequate and equitable sanitation and hygiene for all and ending open defecation, paying special attention to the needs of women and girls and those in vulnerable situation".

Unsustainable Agricultural Activities

5.5 Practices such as over-reliance on chemical fertilizers, herbicides and pesticides, improper irrigation methods, monocropping, and excessive land clearing lead to soil degradation, reduced fertility, water scarcity, and biodiversity loss. These activities not only undermine the resilience of agricultural systems but also contribute to greenhouse gas emissions and environmental pollution.

Weak Enforcement of Environmental Regulations

5.6 Limited capacity to monitor, regulate, and enforce environmental laws remains a challenge. This has resulted in illegal logging, poaching, and mining. Ultimately, this results in reduced effectiveness of conservation and sustainability programs.

Lack of Coordinated Planning

5.7 There is poor coordinated planning and weak institutional arrangements to ensure that adaptation and mitigation measures are implemented across all sectors of the economy in accordance with the Climate Change Response Policy and the recently developed NDCs. This also hinders climate change mainstreaming in development planning.

Absence of National Carbon Markets and Pricing Framework

5.8 There has been an increase of requests from the private sector to benefit from renewable energy certificates. However, the absence of carbon market and pricing framework has deprived the private sector access to carbon financing to make projects financially feasible. Nonetheless, the Government in collaboration with the World Bank are working on developing the framework.

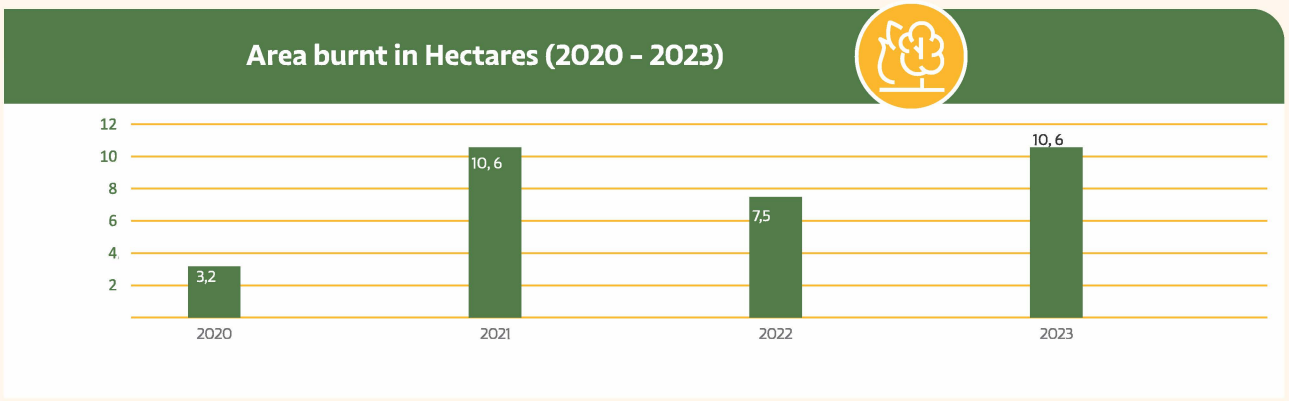
Exploitation of Natural Resources

5.9 Botswana is facing major challenges of over exploitation of natural resources such as over harvesting of non-timber products, poaching, over fishing and others. Unsustainable utilisation of these resources contributes to land degradation, biodiversity loss and greenhouse gas emissions.

Wild-land Fire Outbreaks

5.10 The country continues to experience multiple and frequent wildland fire outbreaks. The wildland fire statistics indicates that the average of area burnt from 2016 - 2023 was at 5,257,956 hectares. During the 2023 fire season alone, a total area of 10,598,770 hectares was burnt as compared to 7,501,379 hectares during the 2022 fire season, indicating a 41 percent increase in area burnt between 2022 and 2023 fire seasons. This contributes to increased land degradation, biodiversity loss, greenhouse gas emissions and economic losses. The graph below shows the area burnt from the year 2020 to 2023 ***(Figure 5.1)***.

Figure 5.2: Area burnt during the period 2020 to 2023 (Millions)



Source: Department of Wildlife and National Parks Report

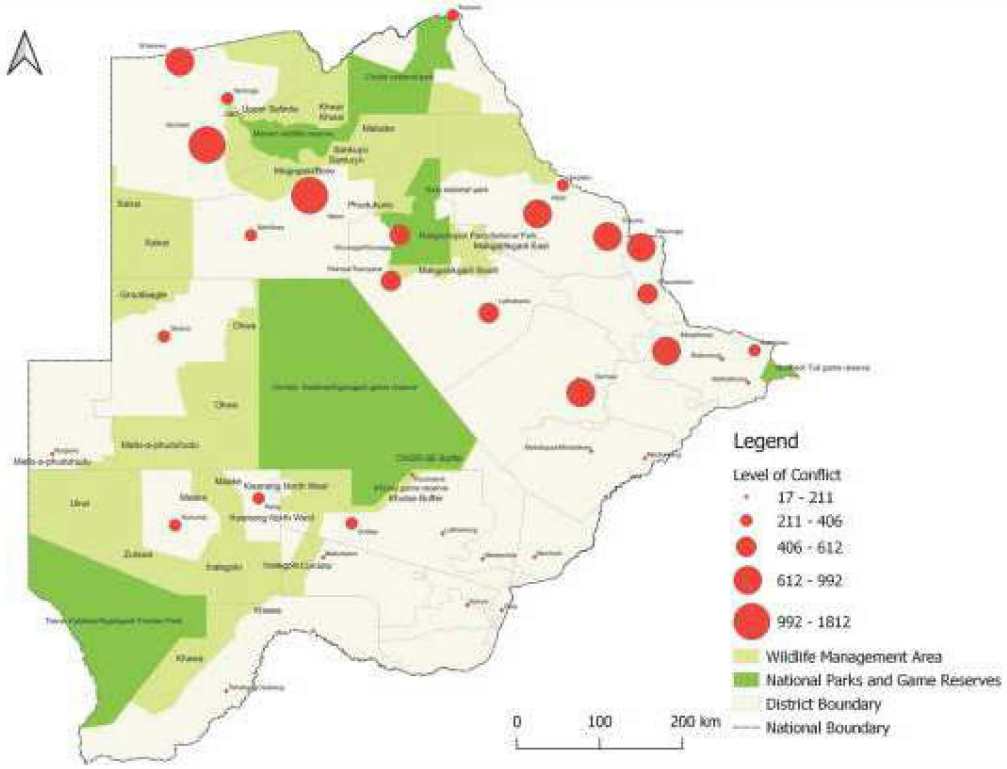
Invasive Alien Species

5.11 Invasive alien species, which includes plant, bird and animal species such as Prosopis, Salvinia molesta, Cenchrus biflora, Eichhornia crassipes, Indian mynah, Chukar patridge, Malard duck and Nile tilapia continue to contribute to biodiversity loss, degradation of terrestrial and aquatic ecosystems. The continued spread of these species threatens some of the main economic sectors of the country such as agriculture and tourism. The problem is further exacerbated by lack of national strategy, weak policy and legal framework to manage these species.

Human Wildlife Conflict

5.12 A total number of 46,744 human wildlife conflicts incidents were received between 2020 and 2025 translating to 9,349 incidents on average. Cumulatively this translates to 1.0 percent reduction for the five-year period against a target of 10.0 percent. The rising number of human wildlife conflicts incidents remains a challenge. The numbers are still on the rise posing a challenge to livelihoods and food security of rural communities. Map 5.1 below shows Human wildlife hotspots in Botswana, more cases are found in North East, North West and Okavango districts.

MAP 5.1: Human Wildlife Hotspots In Botswana



Source: Administrative Data (Department of Wildlife and National Parks Reports)

Lack of Wildlife Species Baseline Data and Information

5.13 There is lack of baseline data and information on most of the wildlife species (plants, animals, fish, birds etc.), including their habitats and ecosystems. This has therefore made it difficult to monitor the trends, populations and geographic distribution extent of these species, which is very important for development of conservation strategies.

Illegal Mining

5.14 Efforts made to rehabilitate old mine workings and burrow pits are impeded by some illegal miners (artisanal gold mining, sand and gravel mining). In addition, these sites are used as illegal waste dumping sites leading to environmental pollution and compromised public safety.

5.15 The Mines and Minerals Act of 1999 is silent on modalities of establishment and setting up closure fund. Some of the mines have not set aside adequate funding for rehabilitation leading to high rehabilitation costs for Government and destruction of habitats.

> *"There is lack of baseline data and information on most of the wildlife species (plants, animals, fish, birds etc.), including their habitats and ecosystems."*

MEGA TRENDS, OPPORTUNITIES AND THREATS

MEGA TRENDS

Climate Change

5.16 Climate change is both a transformative mega trend and a critical threat that shapes sustainable environmental policy in Botswana. As a mega trend, climate change drives long-term policy and planning, prompting the adoption of climate-smart agriculture, renewable energy, land restoration, and resilient urban development.

5.17 Addressing climate change in this dual context ensures that Botswana integrates sustainability, adaptation, and mitigation into national development strategies, safeguarding both environmental and socio-economic systems. Simultaneously, as a threat, rising temperatures, erratic rainfall, and extreme weather events disrupt water resources, agriculture, biodiversity, and ecosystem services, undermining livelihoods and ecosystem resilience.

Urbanisation

5.18 Urbanisation in Botswana has accelerated significantly over the past three decades, with the urban population surpassing 60 percent by 2022. This growth is largely driven by rural-to-urban migration, the reclassification of settlements, and the spread of peri-urban areas. While urbanization reflects economic progress and social transformation, it also presents profound environmental challenges. Expanding urban settlements are rapidly converting virgin land into built-up areas, often at the expense of ecosystems and agricultural land.

5.19 The pace of expansion places immense strain on waste management systems, as cities and towns generate ever-increasing volumes of solid and liquid waste. Limited infrastructure, weak recycling practices, and illegal dumping exacerbate the problem, leading to land and water pollution, clogged drainage systems, and heightened health risks for urban populations. At the same time, unchecked sprawl fragments natural habitats, reduces vegetation cover, and fuels carbon emissions through greater dependence on private transport and energy-intensive lifestyles. Impervious surfaces created by unplanned expansion intensify storm water runoff, carrying pollutants into rivers and dams, and worsening water quality in a country already grappling with chronic water scarcity and recurrent droughts. Air quality is further compromised by rising vehicle emissions and the uncontrolled burning of waste, compounding risks to public health.

OPPORTUNITIES

Green Finance

5.20 There are opportunities to leverage from the international financial mechanisms, such as Global Environment Facility, Green Climate Fund, Adaptation Fund and Global Biodiversity Fund for the implementation of domesticated international treaties, conventions and their protocols. The funds can be used as incentives for low-carbon farming, renewable energy use in agriculture, and integration of climate smart agriculture into national environmental and climate policies.

Green jobs/Circular economy business

5.21 Green jobs present a transformative opportunity for Botswana, particularly in the context of persistently high unemployment rates, especially among the youth. With the economy heavily dependent on diamonds, investing in green sectors offers a dual dividend of job creation and environmental sustainability. Opportunities exist in renewable energy, sustainable agriculture, eco-tourism, waste management, water conservation, and climate-smart infrastructure. Scaling up solar energy projects can generate new employment along the entire value chain, from installation and maintenance to manufacturing and research, while reducing reliance on fossil fuels. In urban areas, expanding waste management and recycling initiatives through a circular economy approach can create thousands of jobs in collection, sorting, repair, remanufacturing, and up-cycling, turning waste into new resources while addressing pollution.

Climate-Smart Agriculture (CSA)

5.22 Intensifying CSA will lead to a sustainable increase in agricultural productivity and incomes by ensuring that farming systems produce more food and support livelihoods without depleting natural resources. Additionally, adapting and building resilience to climate change by helping farmers cope with risks such as droughts, floods, pests and diseases that are intensified by climate change can be addressed. Furthermore, there will be a reduction of greenhouse gas emissions, thus lowering agriculture's contribution to climate change through practices like agroforestry, conservation agriculture, efficient fertilizer use, and renewable energy adoption.



THREATS

Prolonged droughts and water scarcity

5.23 Extended periods of drought and unpredictable rainfall patterns limit the availability of water for natural ecosystems, agricultural production, and human consumption. This diminishes water levels in rivers, wetlands, and other water bodies, weakening ecosystem services such as soil moisture maintenance and habitat support, thereby threatening environmental sustainability.

Land degradation and desertification

5.24 Rising temperatures and reduced rainfall accelerate soil erosion, desertification, and rangeland degradation.
Loss of fertile land reduces vegetation cover, diminishes carbon sequestration, and contributes to loss of biodiversity.

Biodiversity Loss

5.25 Extreme weather affects wildlife habitats and plant communities. This has led to species migration, population decline or extinction, altering ecological balance, reducing resilience of ecosystems and hindering ecosystem services critical for humans and livestock.

STRATEGIES FOR NDP 12

Circular Economy Business Plan Roadmap

5.26 Following completion of the development of the Circular Economy Business Plan Roadmap in June 2023, there will be a deliberate effort to embark on a rigorous outreach program. The program will focus on waste segregation, efficient collection services, recycling programs, composting initiatives, public awareness, regulatory framework and innovative solutions and involvement of stakeholders. This is intended to minimize waste generation, ensure public health and safety, and protect the environment.

5.27 Promoting sustainable procurement and consumption, alongside recovery and recycling of waste, is essential for advancing Botswana's circular economy objectives. The target for Botswana is to reduce the amount of solid waste going to the landfill by 50 percent by 2030 and reuse 96 percent of wastewater by 2036. The circular economy is aligned to SDG 11 on Sustainable cities and communities and SDG 12 on Responsible Consumption and Production.



"The sector prioritises the outcomes of A Green Botswana, Improved Water quality, and Optimal Use of Natural Resources."

Solid Waste Management

5.28 Government will enhance solid waste management through upgrading of the two existing landfills to serve as hazardous waste centres, as the quantities of waste generated nationally are inadequate to warrant the establishment of a hazardous centre.

Phasing-out Single-use Plastic

5.29 In order to phase out single-buse plastics, the key stakeholders in the industry will continue to be engaged through consultations, capacity building and awareness initiatives to ensure inclusive participation and compliance. Sound plastic management such as reuse, recycle and processing to derive value out of plastic waste will be intensified. Furthermore, the intergovernmental negotiations to develop a legally binding instrument to end plastic pollution has commenced.

Improved Access to sanitation

5.30 Government will develop and rehabilitate sanitation infrastructure, revive the National On-Site Sanitation Programme, introduce a revolving fund to promote connection including, reuse of sanitation by-products and safe disposal as well as public education and awareness on sanitation. Additional sanitation schemes for major centres such as Letlhakane, Gaborone Expansion, Oodi, Mmopane, Mochudi will be developed to facilitate the growing population and industrial developments. Green sanitation will also be piloted in government institutions through construction of green toilets in North West, Chobe, Ramotswa and Ghanzi districts. This will include expanding sewage systems in major settlements for use in irrigated agriculture and biological gardens.

Chemical handling and Poisoning Management

5.31 A legislative framework for the management of chemicals will be developed to protect human health and the environment from the hazards presented by chemicals used industrially and in households. Collection centres for obsolete containers will be established across the country to reduce the risk of chemical exposure to the public and the environment. A database and profiling centre for industrial chemicals will also be established in line with the Rotterdam Convention to map and detect restricted chemicals to keep the communities safe. A Poison centre will also be established to provide clinical treatment, toxicological analysis and awareness to the public.

Strengthen Climate Action

5.32 Institutionalization of climate change is essential for effective decision-making in the face of uncertainty. This will be achieved through strengthening the regulatory framework, mainstreaming and capacity building of climate change across all sectors, strengthening Monitoring, Reporting and Verification for mitigation, adaptation and finance flows. Furthermore, a national climate Fund will be created to consolidate the donor, private sector and government financing.

5.33 Climate smart agriculture and community led adaptation projects will be encouraged in vulnerable communities. The Paris Agreement emphasises that adaptation action should be gender-responsive and follow country-driven, participatory, and transparent approaches. Thus, Government will promote ways to work better across sectoral and jurisdictional boundaries.

5.34 Resources will be mobilized and aligned to support the implementation of climate change policies and strategies. A Climate Finance Mobilisation Office that will contribute to financing climate mitigation and adaptation activities, as well as mobilise and help to catalyse finance from other sources will be established.

5.35 The promotion of the climate change-based research to inform policy formulation will be encouraged including devising methodologies to incentivize Green climate change initiatives that motivate climate action at a national level and support transition to a green economy for a resilient future. To this end, a comprehensive National Environmental, Social, and Governance (ESG) Strategy will be launched that emphasizes green finance and positions Botswana as a leader in climate action research. The Strategy has potential to attract international capital to essential sectors such as renewable energy, waste management, and conservation.

5.36 The country will continue to integrate climate action and ensuring inclusiveness. The currently on-going study titled "Granular Gender and Climate Change Vulnerability Hotspot Mapping for Decision Support in Botswana" provide a deeper understanding of vulnerability to climate change in Botswana by focusing on the locations of vulnerability, its extent and nature. This approach will inform the development of policies, strategies, and programmes for addressing climate change as well as in the domestication of the Climate Change Convention Gender Action Plan (GAP). The Government also recognizes the importance of developing and implementing a Carbon Market and Pricing Framework to support the financial viability of low-carbon projects.

Improve Weather Observing Systems

5.37 Government will strengthen the use of Automatic Weather Observing Systems (AWOS) and other weather detection technologies to enhance environmental monitoring, early warning systems and disaster preparedness. These systems will provide real time and accurate data on weather patterns, rainfall, temperature and extreme events, thereby improving forecasting capacity and supporting climate change adaptation and mitigation.

Upgrading and Accreditation of National Laboratories

5.38 National Environmental and Food Laboratories will be upgraded and accredited for third-party quality assurance and to widen market acceptance. In order to strengthen the surveillance of the environment, food testing and sound management of chemicals need to be rehabilitated, expanded and equipped. All these efforts will be geared to prepare the laboratories for accreditation.

Improve Indoor and Ambient Air Quality

5.39 An indoor air quality monitoring programme will be developed and implemented to reduce the disease burden caused by exposure to pollutants. The program will entail the development of a regulatory framework and its implementation. Ambient air quality will be strengthened by expanding the existing air quality monitoring network and acquiring fit for purpose equipment.

Improve Ambient Water Quality

5.40 National Ambient Water Quality Standards will be developed and implemented to protect ecosystem health and public health. Moreover, stakeholder engagements will be intensified to prevent ambient water pollution from both the point sources and non-point sources.

Legislation and institutional arrangement

5.41 To support economic development, the review of the water legislation will be completed. The legislation will ensure safety of drinking water, protection of groundwater and surface water resources including sanitation management. Furthermore, the legislature will give guidance to the water sector institutional arrangement.

Maintain Greenhouse Gases Inventory

5.42 In an effort to mitigate carbon emissions and attain a low carbon economy, Botswana will establish a robust system for measuring, reporting and verifying greenhouse gas emissions across all sectors of the economy in accordance with UNFCCC requirements. Moreover, institutional and technical capacities will be intensified to adopt low-carbon practices.

Optimal Use of Natural resources

5.43 The National Biodiversity Finance Initiative will be implemented in collaboration with the United Nations Development Programme (UNDP). This will assist in the assessment of financial needs for biodiversity conservation, identifying financial gaps and development of strategies to mobilize resources from various sectors. It will also enhance results-based budgeting for biodiversity as well as the integration of biodiversity into policy and budget planning processes.

5.44 The National Invasive Species, National Land Restoration, Integrated National Wildland Fire Management, and National Human-Wildlife Conflict strategy will be developed and implemented to conserve and manage wildlife resources and habitats.

5.45 Biodiversity and ecosystems assessment will be undertaken to generate baseline information. These will enable monitoring of the trends and populations of the species to enable informed decision making with regard to management of species.

Land Restoration and Rehabilitation

5.46 During NDP 12, Government will rehabilitate and restore degraded land to return the land to its original state. Rehabilitation will be done in Moshana asbestos, Shashe, Monarch and Gerald Estate abandoned mine workings. A total of 10percent of degraded land will also be rehabilitated.

Land Allocation

5.47 This will entail: reviewing the Land Act and Land Management System; conducting land management and tenure; and giving priority to allocating land for human settlement and food production while ensuring equitable access to land resources by all.

Combating Poaching and Illegal Wildlife Trade

5.48 Botswana will intensify efforts to combat poaching and illegal wildlife trade (IWT) through the National Anti-Poaching Strategy (NAPS), which prioritizes 24/7 deployment of officers in hotspot areas and inter-agency collaboration at national and district levels. A Joint Inter-Agency Operations Centre (JIAOC) will continue to enhance coordination and resource pooling, resulting in increased patrols and improved detection of wildlife crimes. Building on these measures, Government will embark on a re-arming exercise for the Department of Wildlife and National Parks (DWNP) through expansion of its Law Enforcement Unit to strengthen operational capacity. Collectively, these interventions provide a robust framework to safeguard biodiversity and sustain tourism as a vital pillar of Botswana's economic development.

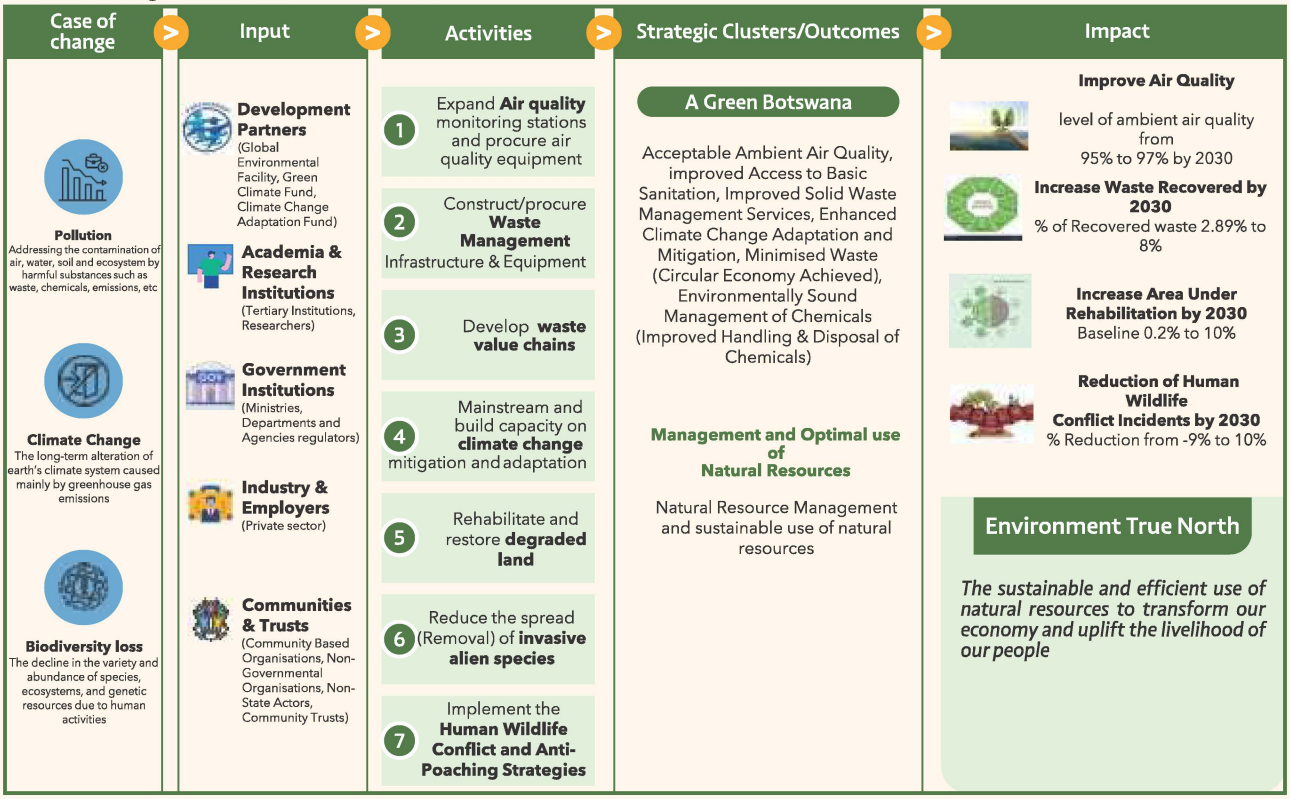
Research and Development

5.49 Global environmental demands for resources continue to escalate as a result of the ever-increasing human population. Contrary to growing human population and required services demands, the environment itself doesn't grow and thus, needing measures for sustainability. The Government will focus on the following research priorities for sustainable environmental management; climate change adaptation and mitigation, Sanitation Management, Biodiversity and Ecosystem Conservation, Environmental Impact assessment and Management, Community engagement and Education, Sustainable Tourism Conservation and Waste Management and Pollution Control.

Capacity Building

5.50 Capacity building initiatives will be implemented to bridge the skills gap in project management, contract management, use of ICT and technical skills for improved productivity. Furthermore, monitoring and evaluation will be strengthened to improve project implementation. Continuous research and development will be undertaken to improve efficiency and address emerging issues.

Table 5.1: Result Logic for Sustainable Environment Sector



Source: National Planning Commission

CONCLUSION

5.51 The Environment Sector will facilitate all sectors of the economy to ensure equitable optimal use of land resources, enforcement of regulatory framework to ensure environmental protection and sustainable utilisation of natural resources, providing an enabling environment for increased production level in the Agriculture sector as well as ensuring safe and clean environment. Furthermore, all programmes will be implemented in line with the National Spatial Plan of 2036 at the same time giving cognizance to emerging issues such as climate change and population dynamics.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE FRAMEWORK FOR BOTSWANA

OVERVIEW

5.52 The global investment landscape is undergoing a profound transformation. Investors, development partners, and international institutions are increasingly integrating Environmental, Social, and Governance (ESG) criteria into their core decision-making processes. For Botswana, adopting a robust ESG framework transcends the goal of attracting capital; it represents a strategic opportunity to leverage our historical strengths in governance, manage our natural resources with utmost responsibility, and secure a future of inclusive, sustainable, and resilient growth.

5.53 ESG provides a holistic framework for evaluating performance across three critical dimensions:

- Environmental stewardship: climate action, renewable energy, natural resource management and biodiversity protection.
- Social responsibility: human capital development, healthcare, equity and community well-being.
- Governance excellence: transparency, accountability and effective institutions.

5.54 By embedding ESG principles into our national development agenda, Botswana can strengthen its global competitiveness, attract responsible investors and secure a sustainable future for generations to come. ESG must be implemented across all sectors and all levels of society to ensure sustainable consumption and production.

ESG IN THE GLOBAL AND REGIONAL CONTEXT

Alignment with the Sustainable Development Goals (SDGs)

5.55 ESG principles are intrinsically aligned with the United Nations 2030 Agenda for Sustainable Development and the Africa Agenda 2063, providing a practical implementation pathway for the SDGs:

- Environmental Pillar: supports SDGs on climate action, clean water, renewable energy, sustainable cities, and biodiversity (SDGs 6, 7, 11, 13, 14, 15). For Botswana, this means addressing water scarcity, adopting renewable energy, promoting sustainable mining, and protecting ecosystems.
- Social Pillar: advances SDGs on poverty reduction, health, education, gender equality, decent work, and reduced inequalities (SDGs 1-5, 8, 10). Our national focus includes human capital development, youth employment, inclusivity, and social equity.
- Governance Pillar: strengthens SDGs on peace, justice, strong institutions, and global partnerships (SDGs 16, 17). Botswana's democratic traditions and rule of law provide a strong foundation for ESG success.

Regional Leadership and SADC Alignment

5.56 Botswana's ESG Framework will actively seek alignment with SADC-wide sustainability initiatives and promote the development of regional carbon markets. By leveraging our role in transboundary conservation (e.g., KAZA TFCA) and infrastructure projects, we can attract larger-scale climate finance and position Botswana as a regional hub for sustainable investment.

BOTSWANA'S COMMITMENT TO ESG PRINCIPLES

Policy and Strategic Foundations

5.57 Botswana's commitment to sustainable development is evident in its decades of progressive policy and institutional strength. The 2024 State of the Nation Address reaffirmed this priority, calling for a National ESG Strategy to promote green finance and position Botswana as a leader in climate action. Through partnership with the United Nations Development Programme, Botswana had already put in place a draft ESG Sustainability Framework which is currently being used as one of the documents that will assist the Ministries responsible for putting in place the regulatory framework on ESG.

National Development Plans

5.58 Both National Development Plan 11 (NDP 11) and the Transitional National Development Plan (TNDP) emphasise sustainable and inclusive growth. Their themes align with ESG priorities: Sustainable Economic Development, Human and Social Development, as well as Sustainable Environment, Governance, Peace, and Security.

Key Legislation and Policies

5.59 Botswana's strategic direction is already guided by ESG-aligned policies:

- National Climate Change Policy (2021) – strategic direction on climate action
- National Energy Policy – supports the transition to renewable energy
- Botswana Sustainable Finance Initiative (2023-2030) – Ministry of Finance
- Green Climate Fund ecosystem
- National Health Policy (2011)
- Education and Training Sector Strategic Plan and the Human Resource Development Policy
- The National Social Protection Framework (2020)
- Atmospheric Pollution Prevention Act, Waste Management Act, Environmental Assessment Act, Wildlife Conservation and the National Parks Act
- Forest Act

5.60 To ensure practical implementation, the National ESG Framework should be firmly anchored in national priorities such as NDP 12, and Botswana's climate commitments under the Paris Agreement. This alignment will ensure ESG directly supports the goals of economic diversification, poverty reduction, and sustainable growth. A national ESG framework should require organisations to ensure that their business activities are socially and environmentally responsible while maintaining strong governance standards that promote ethical decision-making.

5.61 This foundation is further supported by a robust body of environmental legislation covering air quality, waste management, environmental impact assessment, and wildlife and forest conservation.

CHALLENGES

- The mining sector faces pressure to improve environmental performance, especially as lab-grown diamonds gain ground by emphasising low-carbon credentials.
- Water scarcity and desertification threaten agriculture and biodiversity, demanding stronger resilience strategies.
- Waste and pollution remain a great challenge to many institutions and industries, threatening economic growth.
- Persistent youth unemployment, skills gaps, and uneven access to opportunities remain pressing social challenges.

5.62 Botswana can build upon its proven strengths in governance and ethical sourcing (exemplified by leadership in the Kimberley Process) to establish world-class traceability and sustainability standards across all sectors. Botswana is in a unique strategic position to leverage its existing strengths for innovative climate finance. The country is already capitalising on its role in transboundary water management partnerships to access funding. Significant opportunities exist to expand this approach through its regional role in SADC infrastructure development and its innovative work in natural capital accounting. The Natural Resource Accounting Programme, historically focused on minerals, can be diversified to account for the value of ecotourism and wildlife sectors, providing a powerful tool for attracting conservation-focused investment. Furthermore, the Environmental Protection Program (EPP) offers a ready-made policy platform for developing 'early adaptation' strategies in key vulnerable sectors, directly aligning climate action with economic diversification.

SECTOR-SPECIFIC ESG STANDARDS

5.63 The framework should set sector-specific standards that address Botswana's unique development profile:

- Mining: land rehabilitation, water use efficiency, labour rights, and community benefit-sharing.

- Tourism and Wildlife: biodiversity protection, anti-poaching, sustainable tourism practices that benefit local communities.

- Agriculture: climate-smart farming, efficient water use, and fair labour conditions.

- Finance: Integrate ESG into lending and investment policies and develop innovative green finance instruments (e.g., sustainability-linked bonds, green loans) to catalyse investment in the transition to a sustainable and inclusive economy, guided by just transition principles to support affected communities and workers.

- Supply Chains and Responsible Sourcing: Develop standards for traceability, ethical procurement, and sustainable sourcing across all key export sectors, building on Botswana's leadership in ethical mineral certification.

- Social Inclusion: Mandate reporting on gender equity, disability inclusion, youth empowerment, and community investment across all sectors.

- Labour Standards: Enforce standards for fair wages, health and safety, and skills development to ensure decent work and shared prosperity.

5.64 This sector-based approach ensures that ESG becomes practical and measurable within Botswana's key industries.

CHALLENGES

5.65 Successful implementation of Botswana's ESG framework will depend on creating practical enablers that translate policy into action.

- Localised key performance indicators (KPIs): develop specific metrics to measure progress, e.g., share of mining revenue reinvested in communities, water usage per ton of ore, wildlife population trends, and gender representation in leadership.

- Data and reporting infrastructure: establish a national ESG data hub and build capacity for ESG auditing and assurance.

- Innovation Support: Provide targeted incentives for innovation in clean technologies, sustainable agriculture, and circular economy business models.

- Incentives: introduce tax breaks, preferential procurement, or access to government tenders for companies demonstrating strong ESG performance.

- Regulatory backbone: consolidate and strengthen existing regulations to provide clarity and ensure robust enforcement.

- Change management: involve traditional leaders, youth, unions, and civil society to ensure ESG is inclusive.

- Capacity Building and Awareness: Launch national programs to embed ESG principles in school curricula and university courses. Develop dedicated training and capacity-building initiatives for corporate leaders, SMEs, regulators, and civil society organisations.

- Introduce mandatory climate risk disclosure requirements for financial institutions and listed companies, aligning with international standards (e.g., TCFD), to ensure the financial system's resilience against climate shocks

- Phased rollouts: begin with voluntary ESG reporting for listed companies and large state-owned enterprises, leading to mandatory disclosure while providing support for SMEs.

CONCLUSSION

5.66 Botswana has laid a strong foundation for ESG integration through sound policies, good governance, and progressive initiatives in finance and resource management. The next step is to consolidate these elements into a comprehensive National ESG Framework. By adopting this comprehensive framework, Botswana would position itself as an innovator in implementing ESG principles at the national level. This framework will:

- Consolidate existing policies and legislation under one coherent strategy.
- Establish clear ESG standards and expectations for the private sector.
- Unlock access to international climate finance and sustainable investment opportunities.

5.67 By adopting this framework, Botswana will strengthen its reputation as a responsible investment destination, support the delivery of its Vision, ensure that growth benefits future generations, and promote a prosperous, equitable, and sustainable future for all Batswana.





CHAPTER 6

RE-ESTABLISHING FAITH IN GOVERNMENT - DEMOCRACY, GOVERNANCE, PEACE AND SECURITY

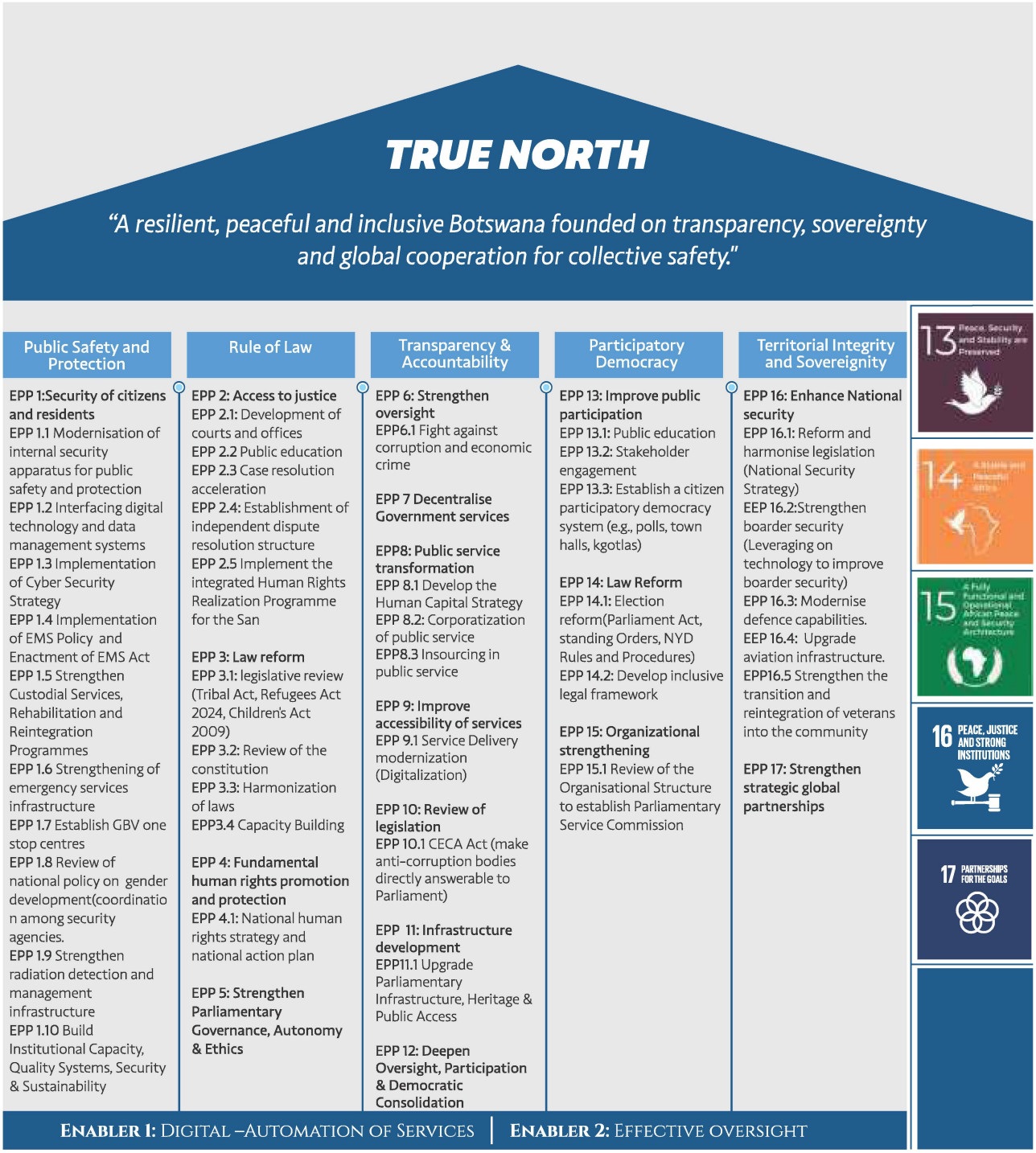
The True North for the Democracy, Governance, Peace and Security sector is: *"A resilient, peaceful and inclusive Botswana founded on transparency, sovereignty and global cooperation for collective safety."*

This vision is anchored on the following pillars:

- Rule of Law
- Participatory Democracy
- Transparency and Accountability
- Territorial Integrity and Sovereignty
- Public Safety and Protection
- Public Safety and Protection



Figure 6.1 : The House Chart for the Democracy, Governance, Peace and Security Sector



Source: National Planning Commission 2025

OVERVIEW

6.2 Democracy, Good Governance, Peace, and Security are the key tenets of a just, inclusive and sustainable social-economic development. A democratic Botswana with strong institutions provides an environment where rights are protected, resources are distributed fairly, and conflicts are resolved amicably. To archive these conditions fully, reforms are needed to strengthen accountability, fight corruption, improve government effectiveness and improve public safety and security.

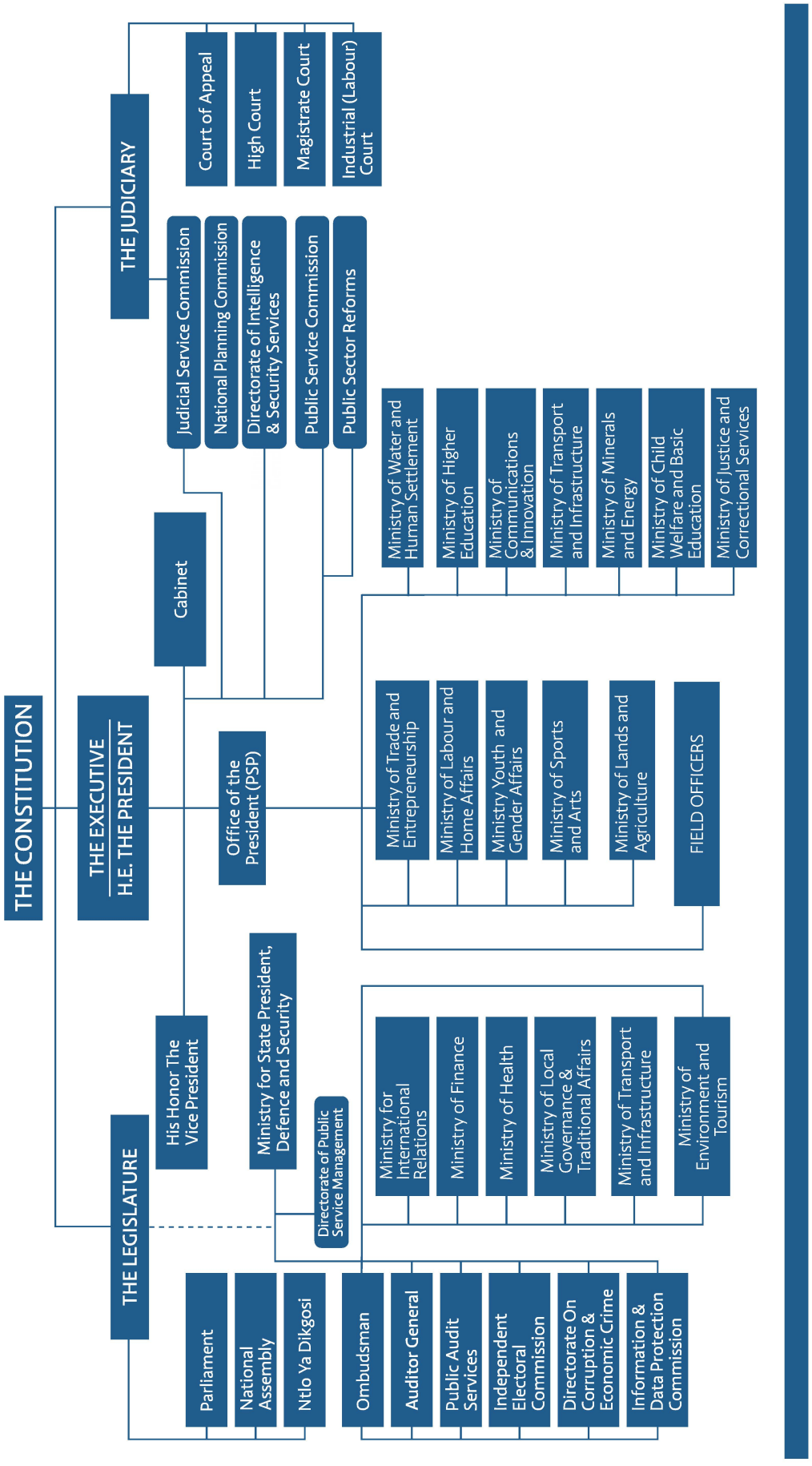


Figure 6.2: Government of Botswana Organisational Structure

Source: Directorate of Public Service Management, November 2024

CONSTITUTIONAL FRAMEWORK

6.3 Botswana attained self-governance in 1965, after 80 years as a British Protectorate and became independent on 30th September 1966. It is a non-racial country and maintains; freedom of speech, freedom of the press and freedom of association, and affords all citizens equal rights. All these are enshrined in the Constitution of Botswana, which provides for three independent arms of Government, being the: Legislature; Executive and Judiciary **(see Figure 6.2).**

6.4 The National Assembly which is the legislative arm responsible for making laws, is currently made up of 61 Members of Parliament (MPs), directly elected from the constituencies and an additional six (6) specially elected members. The Speaker presides over Parliament while the President selects his Cabinet Ministers from among the members of the National Assembly. The President is head of the Executive arm of Government and presides over Cabinet. There is also a Ntlo-Ya-Dikgosi (House of Chiefs), which plays a complementary role to that of the National Assembly by advising on matters affecting custom, values and tradition, including reviewing draft bills before their consideration by Parliament.

6.5 An independent judiciary with a High Court is presided over by the Chief Justice. Subordinate courts are Magistrates Courts, which have original jurisdiction to try all offences except capital offences such as murder and treason. Some cases heard by local chiefs and headmen, or their representatives, and decided upon in accordance with customary law. The High Court is the appeals court for both branches of the judiciary.

6.6 The President is required by constitution, to dissolve Parliament and hold general elections after every five years. National Elections have been held since 1965, while the latest took place on the 30th October, 2024 with the Umbrella for Democratic Change (UDC), ousting the Botswana Democratic Party (BDP) which has been the ruling party for the past 58 years. The 2024 general elections were contested by four (4) political parties, namely the; Umbrella for Democratic Change (UDC) which won 36 seats, Botswana Congress Party (BCP) which won 15 seats, Botswana Patriotic Front (BPF) which won 5 seats, while the BDP got four (4) seats. One (1) seat was won by an independent candidate.

ADMINISTRATIVE STRUCTURE

6.7 The country has a two-tier system of Government, namely the Central and the Local Government. The main components of the Central Government are depicted in **Figure 6.2.** There are currently 18 Ministries and several departments. Each Ministry is headed at a political level by the Minister and at an administration level by a Permanent Secretary (PS). The Permanent Secretary to the President (PSP) is the head of the Civil Service and Secretary to Cabinet. The entire Civil Service is under the Directorate of Public Service Management (DPSM) which is responsible for managing human resources (i.e., in terms of; policy formulation, conditions of service, and performance appraisal), on behalf of Government. The Local Government currently comprises of 31 districts and 2 City Councils and 4 Towns.

CHALLENGES

Rule of Law

- Persistent case backlog, slow transcription, limited access to justice, lack of centralised data systems; as at December 2024, Disposal of cases at Magistrate Courts was 63percent; High Courts at 43.24 percent.
- Lack of regulations to enforce some Acts.
- Increasing threats from cybercrime, terrorism, financing, irregular migration, organised crime.

Participatory Democracy

- Weak consultations resulting to a decrease in Botswana's Overall Governance score 57/100 to 61/100 and between 2018 and 2023, indicating a 10-year decline in its governance performance.
- Exclusion of indigenous people of the San.

Transparency & Accountability

- Voter apathy (by-election turnout 46 percent vs 82 percent in 2019 general elections).
- Limited inclusion of youth, women, persons with disabilities, indigenous people of the San.
- Inadequate civil society funding.
- Lack of integration of systems and centralised data management.
- Inadequate ICT skills and data protection gaps.
- Weakened Oversight: limited scrutiny on national budget and inadequate consultation with civil society.

Territorial Integrity and Sovereignty

- Emerging global threats: terrorism, irregular migration, crypto-currency, transnational crime, illegal mining.
- Entry at un-gazetted points/undocumented migrants
- Limited access to certain areas along the border e.g., Tuli block, Mashatu, Bray etc.,
- Rapidly transforming geopolitical landscape.
- Critical resource insecurity supply chain vulnerability (food, energy, seeds etc).

Public Safety and Protection

- Cases of illegal mining in the Francistown area increased from 7 recorded in 2022 to 48 in 2023.
- The World Population Review (2023) notes that Botswana has the highest incidence of rape in the world, at 92.93 per 100,000 people. According to the 2024 Global Gender Gap Report, Botswana ranks 57th out of 146 countries with a score of 0.73.
- The 2023 crime statistics indicate that 54.6 percent of the 34,173 cases of physical and sexual harm involved gender-based violence.
- Another concern is the issue of illicit drugs, which threaten the health, safety, and future of the nation. The most common illicit drugs and psychotropic substances in Botswana are Cannabis, Cocaine, and Methcathinone (CAT).
- Poor coordination and limited coverage or inaccessible services, especially in multiple agencies programmes tackling Gender-Based Violence (GBV), illicit drug issues, and cybersecurity.
- Increased violence and sophistication in criminal acts pose significant public safety challenges, with factors like corruption, digitalization, encrypted communication, and the exploitation of vulnerable individuals creating resilient, self-perpetuating cycles of crime.

MEGA TRENDS, OPPORTUNITIES AND THREATS

MEGA TRENDS

6.8 Growing Technology Usage: The increased use of social media, plays a significant role in shaping public opinion, mobilising communities, and enhancing transparency. Crime has moved beyond the physical environment to include cyber space, bringing a number of challenges.

6.9 Growing transnational crime: Regions and nations are increasingly developing collaborative mechanisms to tackle transnational organized crime and other cross-border security challenges. This reflects a move toward more integrated governance approaches that transcend national boundaries.

6.10 Growing youth population with rising political and social demands. Demographic Shifts: changing population dynamics, including youth bulges and ageing populations, impacting workforce planning and social services.

6.11 Growing voice for correcting injustice from the past.

6.12 Geo-political changes and Sustainability Parliament Autonomy; shifting political power and evolving dynamics and sustainable democracy.

OPPORTUNITIES

6.13 These global trends present an opportunity that include the following:

- Improving local laws by capitalising on international model laws.
- Leverage technological advances to digitalisation of justice services: e-courts, case management system and e-billing.
- Leverage global experiences to collaborate and establish partnerships.
- Use of 4IR technologies to strengthen governance and service delivery.
- Strengthening Institutional Capacity: modernising government institutions to better respond to evolving socio-economic challenges.
- Positioning Botswana as an Authority for Human Rights Advocacy and Protection.
- Increase opportunity for technical support from donors and civil society organization to support both Government and indigenous people.
- Proactive engagement of civil society, youth, and the private sector to fully harness their potential to strengthen democratic participation.
- Integration of Traditional Systems, including the Kgotla system alongside modern participation mechanisms for wider citizen engagement.
- Establishment of a Defence Industry, capitalising on technology advancements for both local and export markets.
- Adoption of advanced technology for Efficiency and Crime Reduction: The integration of AI in public safety is revolutionising operations, improving efficiency, and reducing crime rates; technology uptake to improve visibility and enhance detection, thus reassuring Batswana and potential investors of their safety.
- Community-led initiatives, Community Engagement & Inclusive Policing.

THREATS

6.14 The same trends also present a number of threats that include the following:

- Rapidly evolving landscape that has the potential to make Botswana laws and policies to be outdated.
- Inadequate independence of the judicial system and institutional oversights and well as that of Parliament.
- External online influence that has the potential to cause the decline in trust of institutions (Parliament/legislation) among citizens, resulting in higher levels of voter apathy.
- The rapid global adoption of technology may cause a Digital Divide between rural and urban populations in developing and unequal societies like Botswana.
- Technology and globalisation have heightened non-traditional military threats (Global warming, Pandemics, terrorism etc).

STRATEGIES FOR NDP 12

THE RULE OF LAW

6.15 To address the identified threats and challenges, the following interventions will be undertaken to strengthen the rule of law in Botswana:

- Undertake a comprehensive review of the constitution.
- Expansion of specialised courts (GBV courts, commercial courts, criminal courts).
- Public education/including public education on contemporary human rights.
- Ratification of all UN Conventions of the Rights of Indigenous Peoples.
- Statutory Recognition of Indigenous People.
- Make CKGR symbolic with Recognition of Indigenous Peoples and the Right of Return.
- Establish an office in the Presidency specifically mandated to drive a clear vision on how to translate political will into sustainable and practical improvements in the lives of Indigenous Peoples.
- Case resolution acceleration.
- Establishment of an independent dispute resolution structure.
- Review all the relevant legislation (Tribal Territories Act, Refugees Act 2024, Children's Act e.t.c.).
- Harmonization of laws and policies to facilitate law and order.
- Formalize participation mechanism for San Communities to ensure their meaningful participation in development.
- Access channels of multilateral, bilateral and institutional funding for projects and programs focused on Indigenous Peoples.
- Apply for full membership of the Executive Committee of the United Nations High Commission for Refugees. (Currently Botswana participates as an observer and has no voting rights).
- Remove reservations Botswana entered on the ratification of the 1951 UN Convention Relating to the Status of Refugees.
- Development of National human rights strategy and national action plan.
- Digitalization: integration of systems, (e-courts, e-parliament, case management systems).
- Strengthen security partnerships and collaborations.
- Social justice program for the San Committee.
- Capacitate all the relevant institutions to carry out their mandate effectively.

PARTICIPATORY DEMOCRACY

- Improve public participation (inclusive democratic engagement).
- Increase public education on civic duty.
- Establish a citizen participatory democracy system (e.g. polls, town halls, kgotlas, institutionalize community participation for San community, representation of the San in all decision making bodies)
- Law Reform
- Election reform
- Develop inclusive legal framework
- Infrastructure development
- Organizational strengthening
- Consultancy to review the effectiveness and impact of Ntlo Ya Dikgosi influence in a democratic and constitutional context

TRANSPARENCY AND ACCOUNTABILITY

- Institutionalising National Monitoring & Evaluation System.
- Development of Anti-Corruption frameworks:

Development of National
Anti-Corruption Policy, Review of the Corruption and Economic Crime Act

- Enforce anti-corruption measures (Lifestyle audits and conflict of interest codes).
- Co-implementation of the Code of Conduct for Private Sector with the business community.
- Creation of secure and reliable digital platform (assets and liabilities system). Advanced Digitalization Efforts.
- Entrench anti-corruption into public education, and the culture of public and private sectors workforce.
- Full independence of Parliament
- Environmental Social Governance Strategy

- Comprehensive Performance Management through performance management and compensation strategies to ensure competitiveness, fairness and performance alignment.
- Expand digital infrastructure in HR processes for better service delivery.
- Ongoing Policy Alignment: regular reviews to ensure alignment with international standards and national goals.
- Development of Human Capital Strategy
- Formulate frameworks to establish parliament budget office: Parliamentary services commission, code of conduct for members and staff
- Undertake sustained constitutional reforms to secure legislature's functional autonomy

Territorial Integrity and Sovereignty

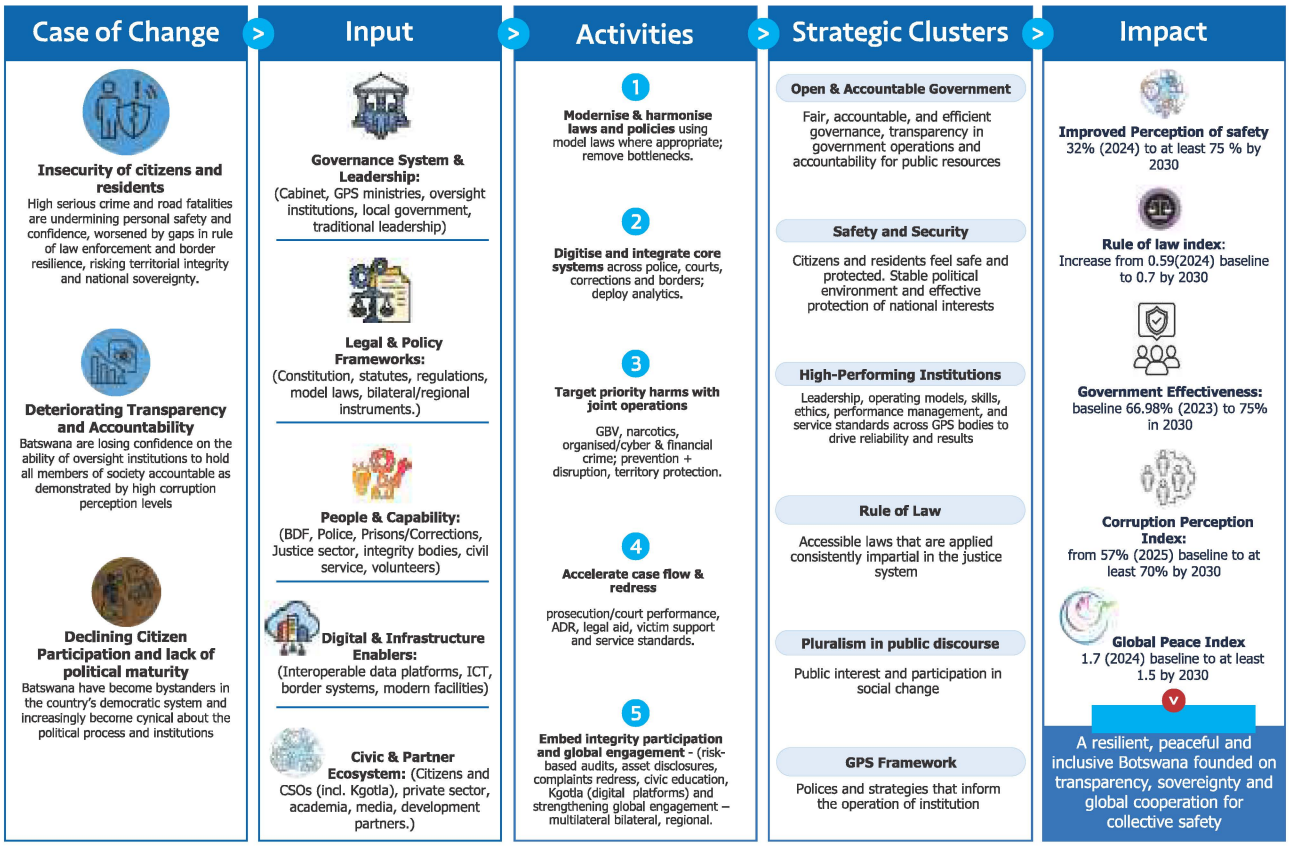
Strengthen Border Security

- Codify Botswana's Foreign Policy for proactive regional and global engagement.
- Fast-track National Security Reform (National Security Strategy Development, Cyber Security)
- Modernisation of defence capabilities and aviation infrastructure.
- Delivery of Military Veterans Programmes.
- Strengthen diplomatic partnerships

Public Safety and Protection

- Modernisation of internal security apparatus for public safety and protection.
- Holistic Gender-Based Violence support – Establish One-Stop Service Centres (Gender mainstreaming programmes)
- National Cyber Security Programme
- Strengthening Border Protection, and Immigration and Customs Control
- National Vital Documents Integrity Assurance Framework
- Strengthen Custodial Services, Rehabilitation and Reintegration Programmes
- Strengthen Chemical, Biological, Radiological and Nuclear (CBRN) response, detection, and management
- Establish a comprehensive Emergency and Disaster Management Framework
- Review of Security Policies/Guidelines for the protection of citizens and residents
- Community corrections and connections; reintegration of local community programmes, social rehabilitation programmes, positive role modelling,
- Establishment of the National Employment Coordinating Council to focus on employment creation initiatives
- Implementation of the National Employment Policy to facilitate job creation across different sectors of the economy.
- Development of the guidelines geared towards driving job creation

Figure 6.3: Results Logic For Democracy, Governance, Peace And Security



Source: National Planning Commission 2025

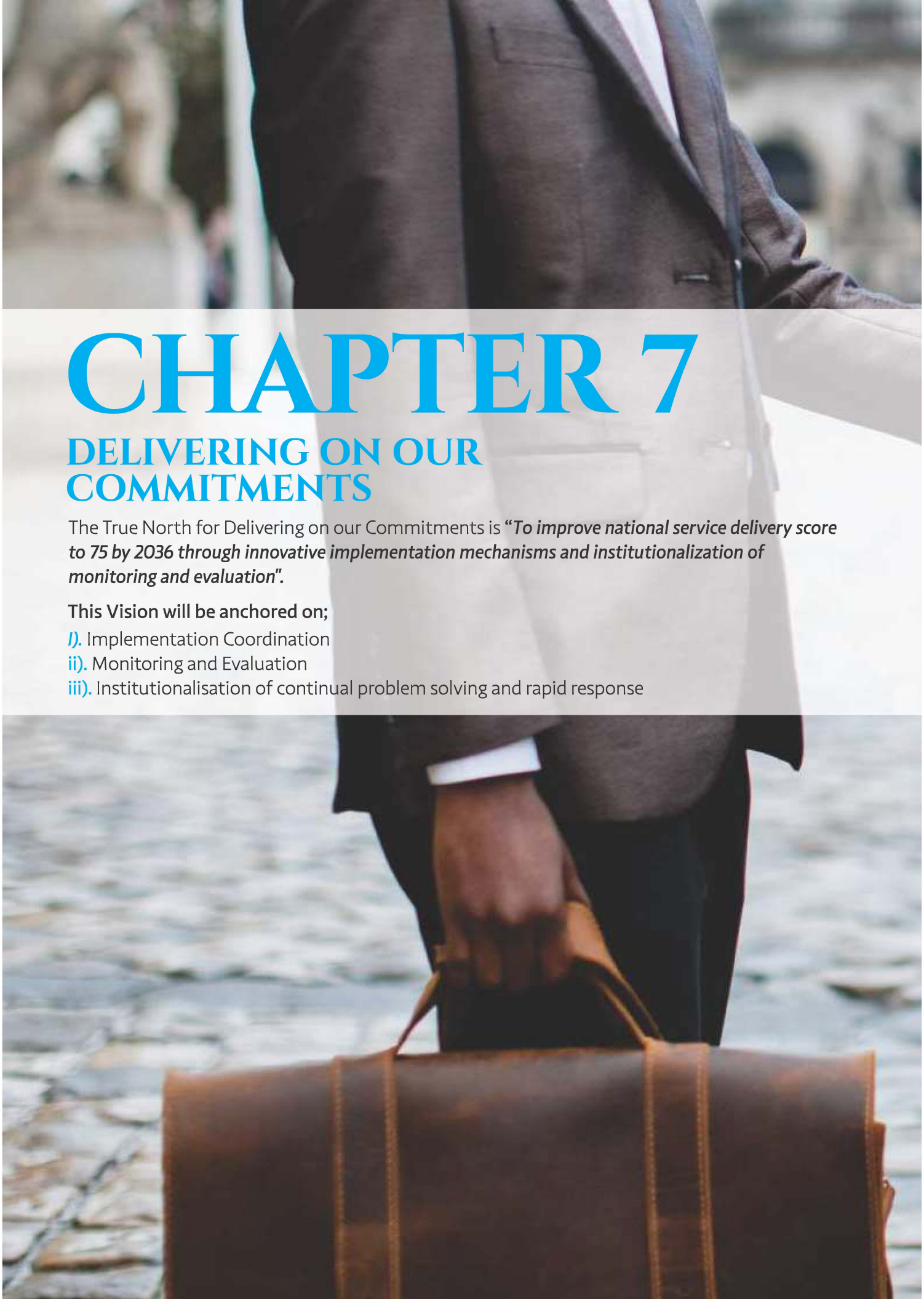
CONCLUSION

6.16 Democracy, Governance, Peace, and Security remain critical to Botswana's national development and international standing. While TNDP delivered notable progress in strengthening institutions, reducing crime, and enhancing democratic participation, challenges persist in areas such as citizen engagement, gender equality, and emerging security threats.

6.17 Through the comprehensive strategies outlined for NDP 12, Botswana aims to consolidate these gains, address vulnerabilities, and build an inclusive, secure, and accountable governance system. A resilient the DGPS sector will not only safeguard sovereignty and public safety but also sustain the nation's vision for equitable growth, social cohesion, and lasting peace.



> *"Establish a citizen participatory democracy system (e.g. polls, town halls, kgotlas, institutionalize community participation for San community, representation of the san in all decision making bodies)"*



CHAPTER 7

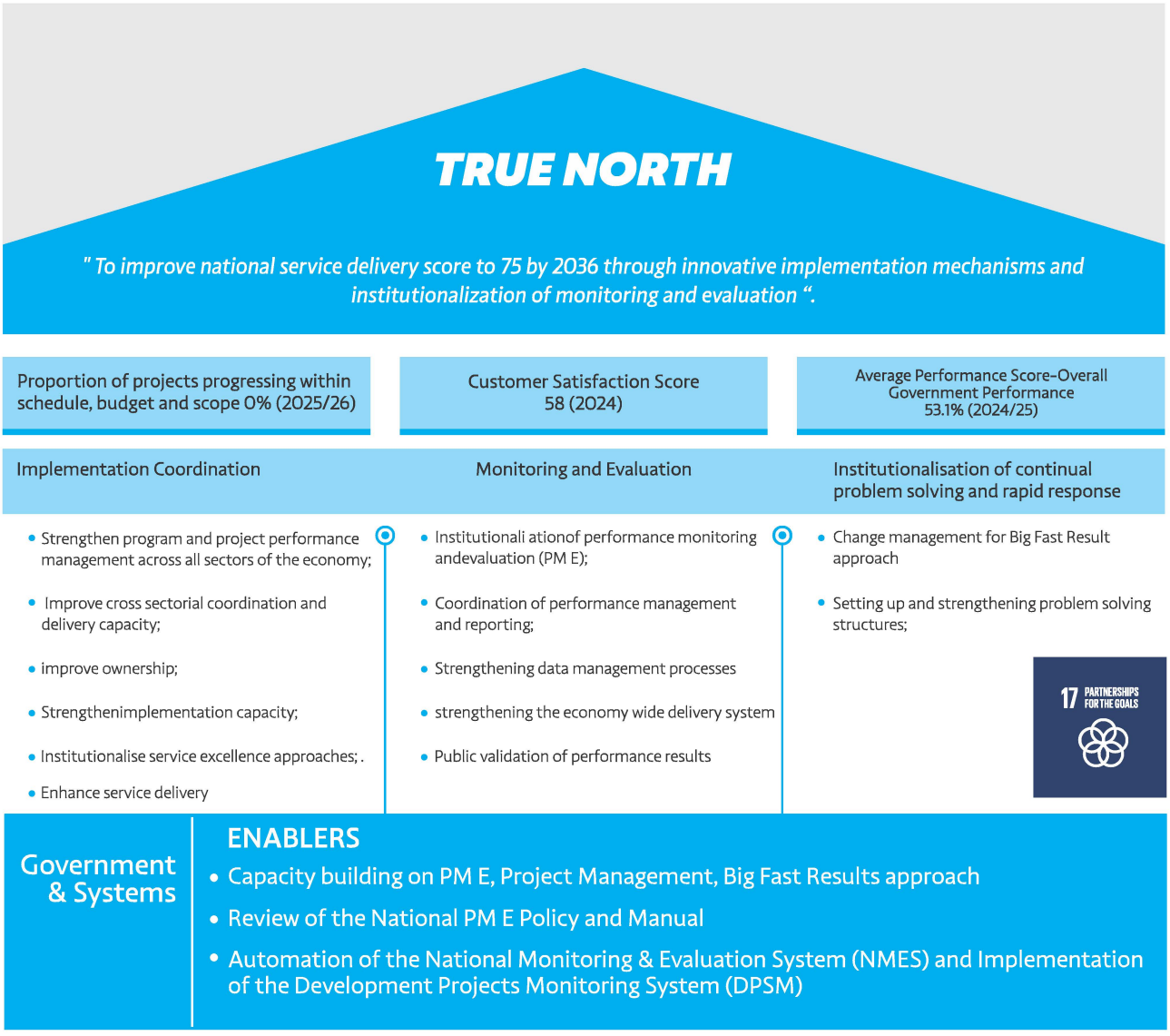
DELIVERING ON OUR COMMITMENTS

The True North for Delivering on our Commitments is **"*To improve national service delivery score to 75 by 2036 through innovative implementation mechanisms and institutionalization of monitoring and evaluation*".**

This Vision will be anchored on;

I). Implementation Coordination
ii). Monitoring and Evaluation
iii). Institutionalisation of continual problem solving and rapid response

Figure 7. 1: House Chart for Strengthening Implementation



OVERVIEW

7.1 This Chapter provides background on the status of service delivery to Batswana as the ultimate goal to be arrived at through Government's implementation of national plans, policies, programmes and projects. The Chapter also highlights challenges affecting implementation of policies, strategies, programmes and projects. In addition, it provides a holistic Implementation, Monitoring and Evaluation framework and processes that are required to guide or enable the implementation of the plan in the next five years.

7.2 The Chapter also provides deliberate strategies and transformative actions aimed at ensuring the collection, analysis, packaging and availability of data and information needed for tracking implementation progress in the achievement of national development goals in the longer term and activities and outputs in the short to medium term. In addition, the Chapter outlines strategies and initiatives that will be used to transform the current undesirable implementation status.

7.3 Government has made a bold decision to disrupt the long-standing vicious cycle of poor performance and usher in a new mind-set and culture of result-based management during NDP 12. In its endeavour to effectively implement NDP 12 and achieve desired outcomes, the focus will be on the following identified True North:

"To improve national service delivery score to 75 by 2036 through innovative implementation mechanisms and institutionalization of monitoring and evaluation".

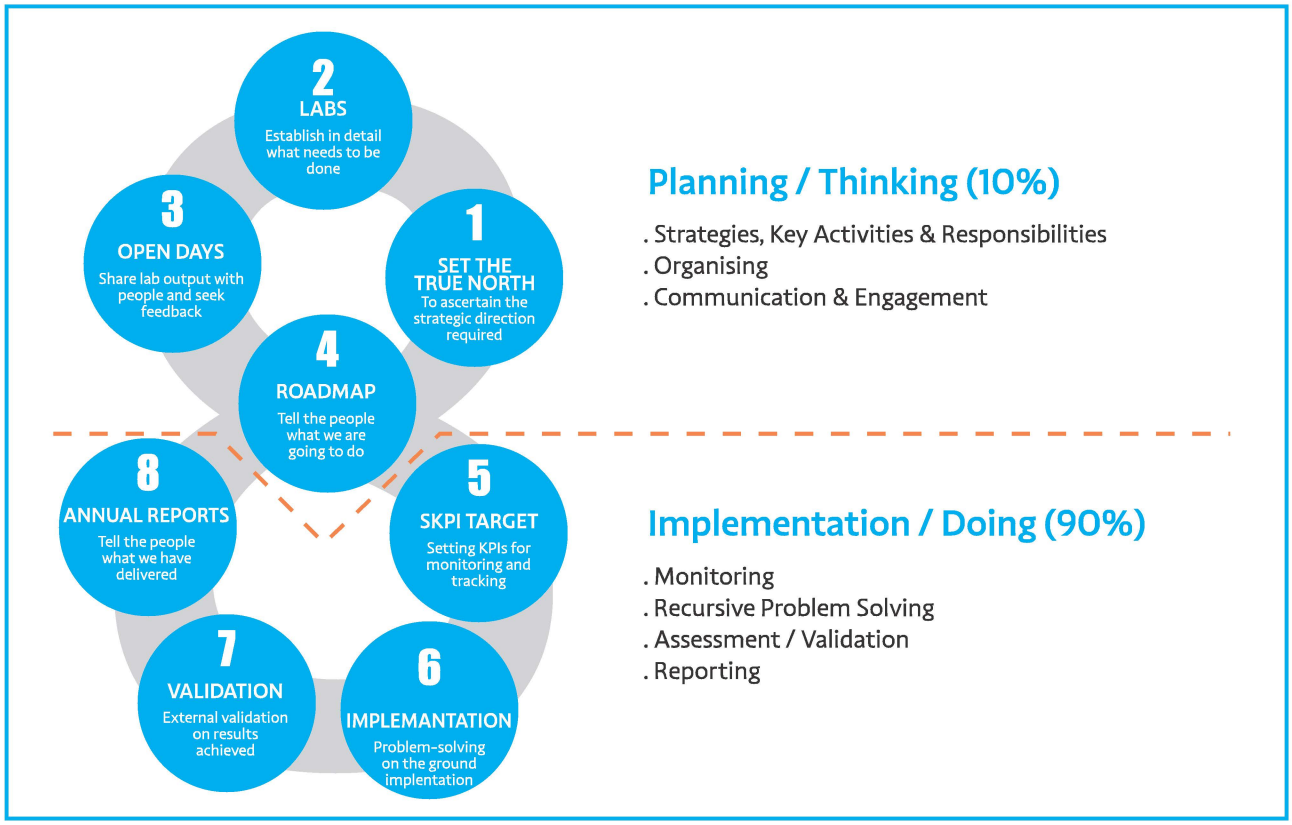
7.4 Government will adopt a three-pronged approach towards achieving the "True North", based on improving Implementation, Monitoring and Evaluation and Institutionalisation of continual problem solving and rapid response to performance issues as depicted in Figure 7.1. Furthermore, Government has identified key enablers to this transformation, the first of which will address capacity building on implementation and Result Based Management covering, Project Management, Procurement, Monitoring and Evaluation.

7.5 The second enabler identified will cover digitalisation of project management and the National Monitoring and Evaluation System (NMES) including data management tools across the entire statistical value chain to improve Performance Monitoring and Evaluation (PM&E). These tools will include digital solutions such as the recently enhanced Development Projects Monitoring System (DPMS) which will be deployed to strengthen projects management, monitoring and reporting.

7.6 The third enabler will deal with Governance related activities, including but not limited to, review of the national PM&E Policy and Manual. To address the identified gaps relating to the availability, quality and timeliness of official data for decision making, Government will continue to re-engineer data management processes and institute measures necessary to improve data quality and assurance.

7.7 The Big Fast Result approach adopted to develop the Botswana Economic Transformation Programme has enabled rigorous development of detailed executable plans across all sectors of the economy as an integral part of NDP 12. The success of this Plan will depend on robust coordination of policies, strategies, programmes and projects, effective implementation mechanisms, effective performance tracking system, and an embedded culture of results-based management across all levels of the economy.

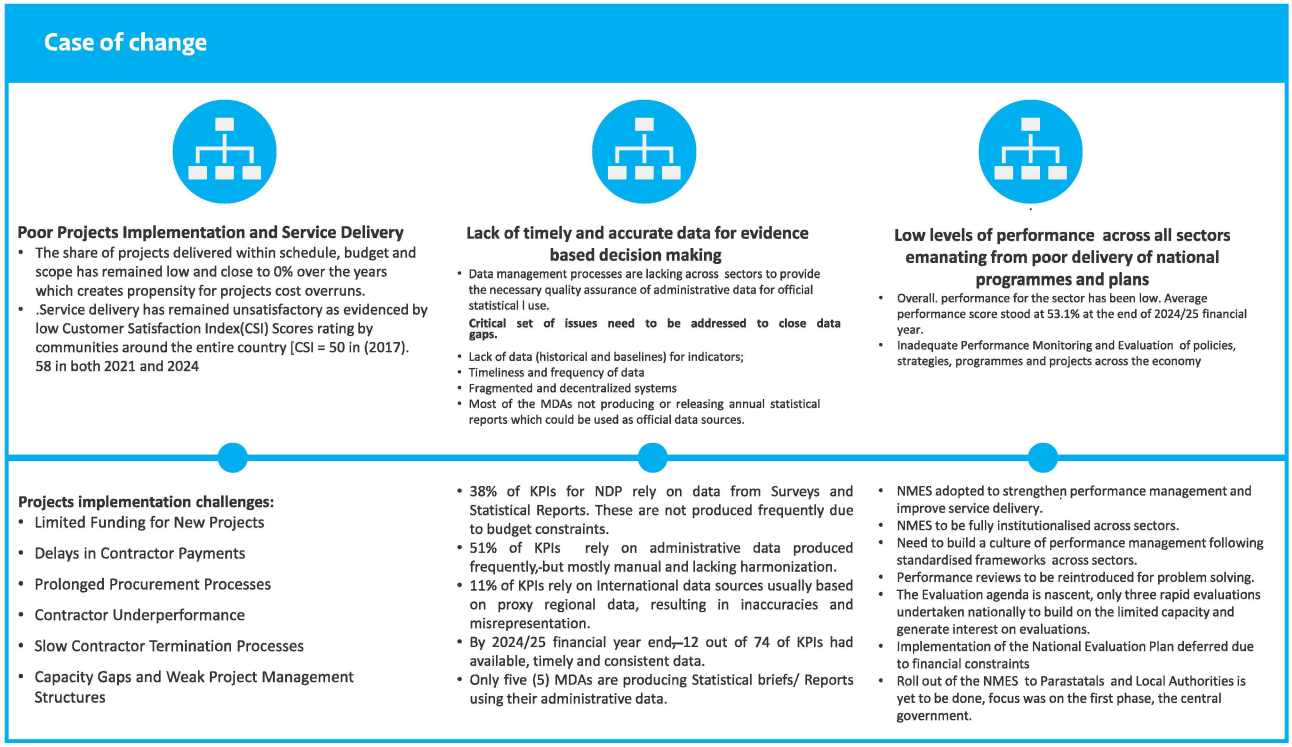
Figure 7.2: The Big Fast Result Approach



CASE FOR CHANGE TOWARDS POSITIVE DELIVERY OUTCOMES

7.8 Prior to developing the House Chart and strategy for improving implementation across all sectors, the Government had undertaken a performance analysis of past plans following the Big Fast Result methodology. This analysis established a wide range of challenges affecting the implementation of national development plans. Three key challenges were prioritised as shown in Figure 7.3 These challenges will be targeted for intervention during NDP 12 with a view to accelerate execution of the Plan to ensure better delivery outcomes.

Figure 7. 3: Case For Change



Poor Policies, Strategies, Programmes, and Projects Implementation and Service Delivery

7.9 The delivery of policies, strategies, programmes and PIP projects and public services to the nation has been a challenge. According to the National Planning Commission (NPC)'s 2025/26 Quarter 1 Projects Progress Report the share of projects progressing within schedule, budget and scope stood at zero percent during the reporting period, and this has been the status quo observed over the past three years.

7.10 Similarly, the 2017, 2021 and 2024 Community Based Monitoring assessments showed below par customer satisfaction scores of 50 for 2017, and 58 for both 2021 and 2024 out of a maximum possible score of 100.

Lack of Quality Data for Evidence-Based Decision Making

7.11 Unavailability of timely and accurate data has been a persistent challenge affecting performance monitoring and reporting of Key Performance Indicators (KPIs) across Sectors. This is prevalent in the social sectors. Figure 1 above reflects that during the 2024/25 financial year only 12 out of the 74 adopted KPIs had available data from timely data sources. Furthermore, there is a lack of historical data for purposes of setting baselines for performance targeting purposes.

Low levels of Performance across all Sectors

7.12 Low levels of Overall Government Performance was recorded during the 2025/26 financial year. This is a result of inadequate delivery of policies, strategies, programmes and projects across all sectors. The Overall Government Performance score stood at fifty three percent (53%) in 2025. This is attributable to among others poor planning, inadequate performance monitoring and evaluation of policies, strategies, programmes and projects.

STRATEGIES FOR IMPLEMENTATION OF THE NDP 12

7.13 The Government has committed to play a more facilitative role during NDP 12 in providing a conducive environment to enable accelerated private-sector led growth for economic development. In light of the foregoing House Chart and Case for Change, Government will adopt and implement a suite of strategic initiatives to address the prevailing implementation and performance challenges, with a view to accelerating delivery of NDP 12 and achieve its set targets.

1: INNOVATIVE IMPLEMENTATION MECHANISMS

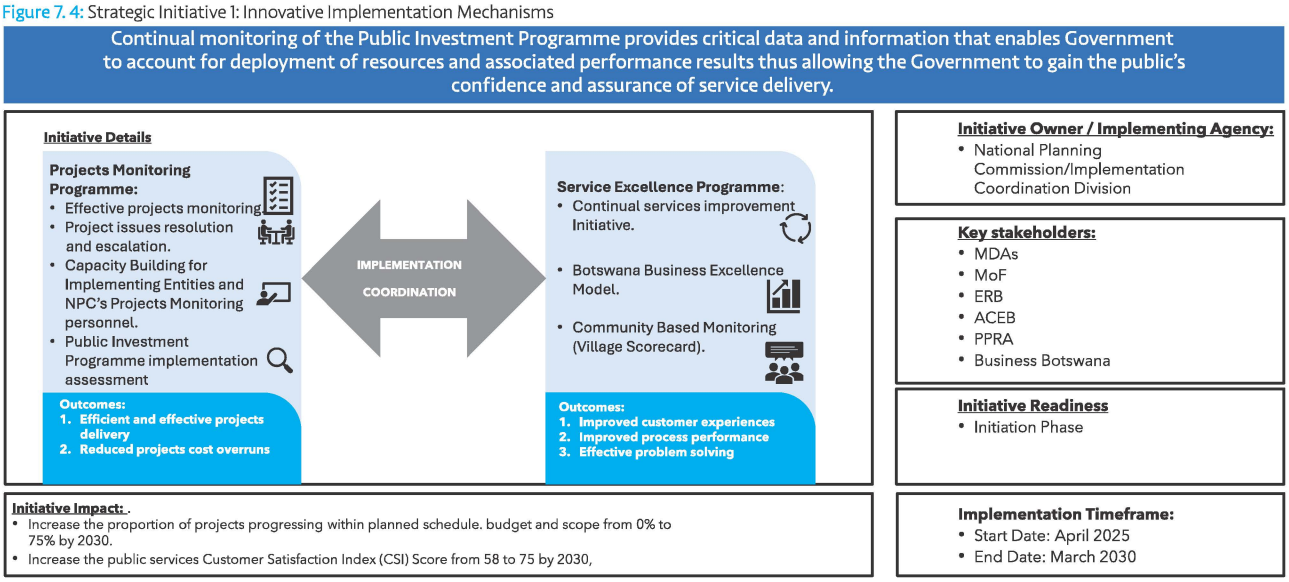
7.14 The Innovative Implementation Mechanisms strategic initiative will cover three related activities. Firstly, the Government will conduct an implementation diagnosis and capacity assessment, with the aim of developing an implementation framework. The project will assist the government to develop more effective corrective measures to address implementation bottlenecks, efficiency issues, and capacity gaps across government.

7.15 Secondly, a project monitoring programme will be designed and implemented to improve the efficiency and effectiveness of project delivery across all sectors, and positively impact the NDP 12 targeted outcomes. This programme will entail continuous projects assurance, surveillance, issues resolution, capacity building and assessment of implementation of the Public Investment Portfolio (PIP) and evaluation of the projects' contribution towards the country's long-term goals. The efficiency and effectiveness with which projects are delivered, as illustrated in Figure 7.4, should have its ultimate impact reflected in the eventual delivery of services to the citizen.

7.16 The third component will entail development of a Service Excellence Programme aimed at improving customer service experiences and outcomes across all sectors. This Programme will include a component on Community Based Monitoring (CBM) that gives citizens an opportunity to participate in the development process through monitoring the delivery of services to their communities. The CBM methodology is premised on building social capital among communities to develop local solutions to their socio-economic challenges and may therefore, be used to gather and process data covering many other parameters.

7.17 The Programme will also include mystery shopping at different service points, from time to time, to gauge the level of service delivery and complement regular customer satisfaction data. The Service Excellence Programme will be spearheaded by the National Planning Commission with support of key stakeholders across all MDAs and other relevant other partner agencies.

Figure 7. 4: Strategic Initiative 1: Innovative Implementation Mechanisms



source: National Planning Commission 2025

2: DATA MANAGEMENT

7.18 Government will accelerate the development of data management processes to enable availability of timely and accurate data for decision making at all levels of the economy. Implementation of the Second Botswana Statistics Development Strategy (BSDS II) Data Management Guidelines will be deployed during the plan period to ensure availability of quality data for performance monitoring and reporting of NDP 12 KPIs and their supporting lead indicators. This initiative will be led by Statistics Botswana partnering with NPC to support all MDAs in the development and implementation of their data management strategies (Figure 7.4).

Figure 7. 5: Strategic Initiative 2: Data Management

Acceleration of improvements in data management processes fro production of High quality data to aid evidence-based decision

Initiative Details	
CONCEPT DESCRIPTION	Implementation of the NMEs Data Management Guidelines and the Second Strategy for Development of Statistics to guide Departments and Agencies to produce official statistics.

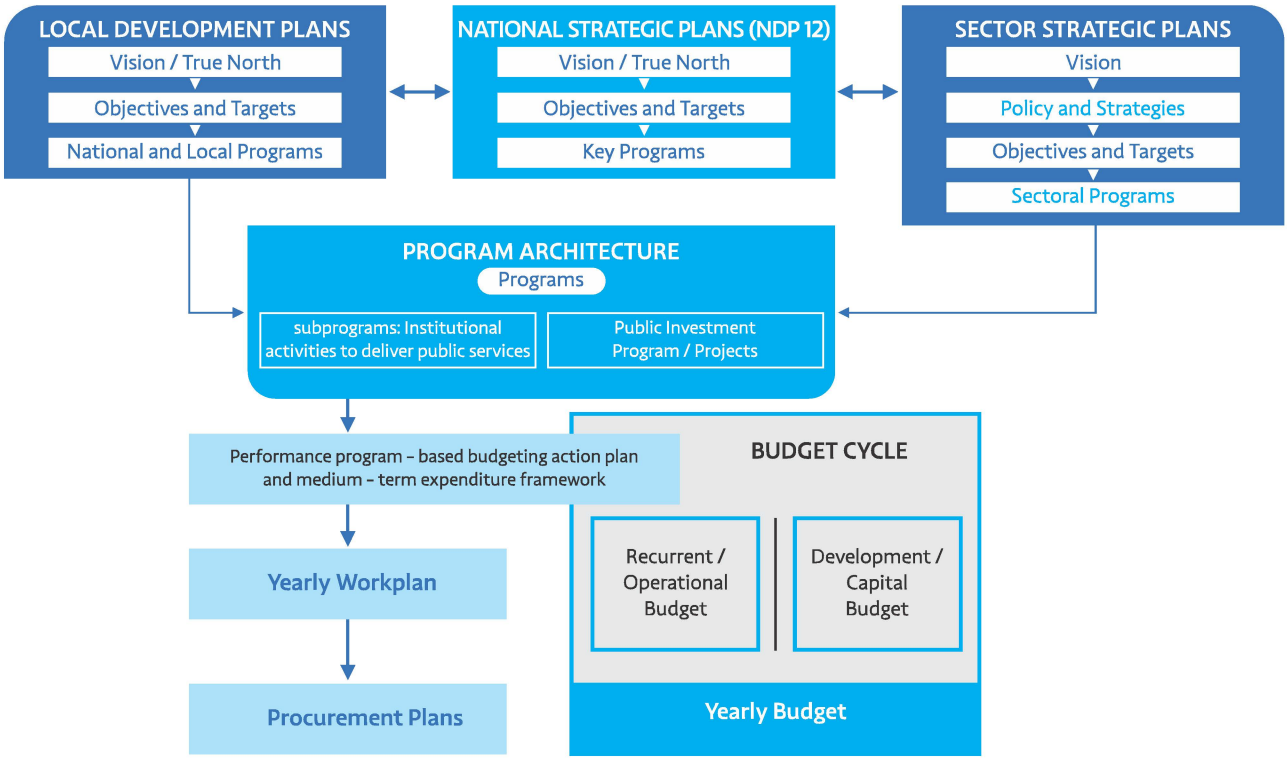
Development of the Indicator Release Calendar for NDP 12. Reflects the timelines for production of data for the KPIs	Implementation of Data Management Guidelines: Facilitates MDAs on data management processes	Implementation of the Second Strategy for Development of Statistics (BSD 2): Guides coordinators capacity building of MDAs to produce ownstatistics	Initiative Owner/Implementation Agency: - Statistics Botswana Key stakeholders: - MDAs, MoF, NPC Initiative readiness: - Implementation Phase Implementation Timeframe - Start Date: October 2025 -End Date: March 2030

Initiative Impact: Quality data for evidence based decision making

3: INSTITUTIONALISATION OF THE NATIONAL M&E SYSTEM

7.19 During NDP 12, Government will accelerate the institutionalisation of the National Monitoring and Evaluation System (NMES). This will involve continuous capacity building and facilitation of all Sectors, Ministries and Local Authorities in the development of their Indicator Frameworks for eventual performance monitoring and reporting. The data and information emanating from this process will culminate in the production of an Annual Performance Report (APR) which will track the country's progression in relation to its short, medium to long term goals and targets. This institutionalisation will include a change management agenda aimed at entrenching a culture of result-based performance management across all levels of Government. Priority will be given to institutionalisation of the Evaluation Agenda which has been given less attention when compared to the Monitoring Agenda. To this end, a National Evaluation Plan (NEP) for the NDP 12 period will be developed and implemented. Sectors will take centre-stage at all stages of development through implementation under the guidance of NPC. MDAs will also be facilitated and capacitated to identify policies, strategies, programmes and mega projects to be considered for evaluation.

Figure 7.6: Linking PM&E to strategic Planning , Operational Planning and Budgeting



7.20 Efforts will be made to integrate PM&E into other public sector management functions across the core public sector delivery cycle from planning, budgeting, implementation to public service management as demonstrated in figure 7.6. The public performance information developed as part of PM&E will enhance resource optimisation. This development is expected to inform how resources are better deployed to achieve the national priorities. This is a vital shift in the new era where regular increases in budget resources are not guaranteed, and the Government is committed to fiscal targets, such as the reduction over time of total government spending.

7.21 Implementation of policies and strategies will be strengthened by developing comprehensive policy and strategy implementation plans that will be monitored by the NPC.

7.22 Leadership at Local Authorities and State-Owned Enterprises (SEOs) will be integral to transforming service delivery at the grassroots. The NMES will, therefore, be rolled out to Local Authorities and SOEs to strengthen performance management with clear performance expectations as a means to promote governance and accountability. This will empower them to localise national targets, adopt global best practices, and respond timely to community needs.

Figure 7. 7: Strategic Initiative 3: Institutionalisation of the National M&E System

Botswana adopted the national M&E system in 2013 to strengthen performance monitoring and evaluation and improve service delivery. The NMES is yet to be fully institutionalised Across sectors and to be rolled out to parastatals and local authorities

Initiative Details Institutionalization of NMES across all sectors including Local Authorities and Parastatals

Cascading of NDP 12 Indicators Frameworks to entities: Entities to be facilitated to develop indicators frameworks aligned to NDP 12	**Performance Reporting and Reviews:** Build a culture of performance reporting and reviews	**Institutionalisation of the Evaluation Agenda: Development and implementation of the National Evaluation Plan for the NDP 12 period:** MDAs to be guided on undertaking Evaluations
Roll out of the NMES to Local Authorities and Parastatals: Phase II of the development and implementation of the NMES	**Production of the Annual Performance Report:** Reflects progress achieved in relation to the National Vision, SDGs and Vision	**Implementation of the Strategy linking PM&E with other public sector management functions across the core public sector cycle from planning, budgeting, implementation, to public service management:** Focus will be on ensuring integration of PM&E into other public sector management functions

Initiative Owner / Implementing Agency:
- NPC

Key stakeholders:
- MDAs - PEEPA - SB
- MoF - PSRU - BPSC
- DPSM - DCEC - Las

Initiative Readiness
- Implementation

Implementation Timeframe
- Start Date: Oct 2025
- End Date: March 2030

ENABLERS FOR INNOVATIVE IMPLEMENTATION MECHANISMS

1: CAPACITY BUILDING

7.23 In recognising the need for capacity building as a key component of change management, Government will embark on a continuous programme to equip implementers and service providers with knowledge and skills in the areas of data management, project management, procurement, Performance Monitoring and Evaluation (PM&E), Problem solving techniques, Project Assurance methodology, Service Excellence, and Business Excellence Model. In addition, the government will capacitate the implementers by availing commensurate budget for the required governance structures, personnel, skills, office equipment, systems, and transport.

Figure 7. 8: Enabler 2: Capacity Building

Capacity building targeting both institution and individual Level to improve delivery of service to Batswana

PROJECT HIGHLIGHTS

Concept Description		**Building capacity in terms of skills and work force for both national development plans implementation and monitoring and evaluation**			
1	Capacity building for Transformation Offices at MDAs	Fast track establishment of Transformation Offices with M&E and Statistics units	5	Strengthen problem solving structures	Constitute and operationalise Communities of Practice (CoP) for projects and service delivery stakeholders. Identify the structures
2	Review of the Non Credit Bearing Curriculum at BPSC	Implementation has been ongoing since 20xx, review ro ensure alignment ro current needs	6	Change Management	Undertake change management on BFR
3	Capacity building workshops inhouse	Workshops for the Transformation Offices & MDAs on performance monitoring and evaluation	7	Capacity building on project assurance methodology	Target groups: NPC projects monitoring staff, planning Officers, MDA Transforming Offices, Projects personal at Implementation Agencies
4	Strengthen Capacity for BETP projects monitoring	Capacity building for monitoring and evaluation of the BETP projects	8	Capacity building Service Excellence methodology	Target groups: NPC staff, MDA Transformation Offices, Focal persons at MDAs, Service Point personnel for selected services at any one poit

Initiative impact: Improved skills and knowledge on projects and performance management

Implementation Timeframe:
- Start Date: January 2025 - End Date: Dec 2029

2: NMES DIGITALISATION AND GOVERNANCE

7.24 The second and third enablers will cover digitalisation and governance aspects of NDP 12. Government will facilitate the digitalisation of the NMES, which will include data collection tools, Key Performance Indicators and reporting tools such as information analytics and dashboards. Digitilization of the NMES will facilitate data entry at different levels and improve access of performance information by the leadership.

7.25 Furthermore, MDAs will be facilitated to make full use of the enhanced DPMS system for management of all PIP projects. Relevant legal instruments and policies which may have a bearing on implementation of the national development agenda will be developed or reviewed. Among these will be the review of the National PM&E Policy and Manual.

STRENGTHENING INSTITUTIONS FOR ACCELERATED PERFORMANCE MANAGEMENT

7.26 Key to the delivery system will be implementation coordination oversight by the Advisory Council of the National Planning Commission, which will track implementation progress across all sectors of the economy. The Advisory Council will appraise, on a regular basis, the President and Cabinet on the progress made in the implementation of national strategies and the National Development Plan and advise on corrective measures where necessary. Furthermore, the Advisory Council will liaise with the private sector and civil society organisations with a view to complement Government implementation efforts towards Botswana's prosperity. The lab approach will also be used, where sector representatives will resolve problems collectively, and monitor performance together.

7.27 Implementation structures will be strengthened to create a culture of performance management. This will be done with a clear mandate to relentlessly monitor performance, mobilise support, and improve result outcomes. To ensure that delivery efforts are impactful, NPC will also work closely with Transformation Offices across all MDAs in building civil service capacity for performance management. Relevant structures will also be capacitated on project management tools, monitoring and evaluation and problem-solving tools to strengthen implementation through the following structures:

- Ministerial Performance Improvement Committee (MPIC)- Permanent Secretaries and Heads of Departments will convene monthly meetings to problem solve on issues affecting the delivery of policies, Strategies, programmes and projects.

- Projects Technical Committee Meetings will be held weekly or fortnightly at Ministry level chaired at Deputy Permanent Secretary level to discuss progress on project milestones and problem solving on challenges hindering execution.

- The Performance Review Team (PRT) chaired by the Permanent Secretary to the President will also periodically review performance of Ministries with a focus on addressing issues hindering implementation. These are issues that cannot be addressed by the Ministry therefore are elevated to the PRT.

7.28 Meanwhile at Sector level, Sub-committees co-chaired by Permanent Secretaries of the respective ministries and sector representatives from the private sector and civil society will convene quarterly meetings to discuss progress on execution of implementation plans, KPIs and problem solving on bottlenecks delaying execution. NPC will be part of the meetings to provide guidance. Where necessary, Sectors will be empowered with the authority and resources to make quick decisions and mobilise cross-sector support.

7.29 The Sectors Coordinating Committee chaired by the National Planning Commission will meet quarterly, and as and when necessary, to address issues escalated by the sectors. Issues that cannot be addressed by the Coordinating Committee will be escalated to the NPC Advisory Council chaired by His Honour, the Vice President for problem solving.

7.30 NPC will play a facilitative role in convening high-level problem-solving meetings, including cross-sectorial representatives. These forums will be vital to address emerging issues, assess progress, and catalyse rapid response mechanisms.

CONCLUSION

7.31 Government is intentional about addressing the past failures experienced in implementation, monitoring and evaluation, and transforming the mechanisms, frameworks, structures, processes, and systems that have prevented achievement of results. This will be accompanied by capacity building for implementation, which will include development of the required skills, availing appropriate personnel, office equipment, and commensurate budget. An enabling environment will also be created through review of the appropriate policies and development of a culture of performance management.



"To ensure that delivery efforts are impactful, NPC will also work closely with Transformation Offices across all MDAs in building civil service capacity for performance management."

NOTES

NOTES

NOTES

REPUBLIC OF BOTSWANA

NATIONAL DEVELOPMENT PLAN (NDP) 12

2025/26 - 2029/30

NPC
NATIONAL
PLANNING COMMISSION

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