



REPUBLIC OF BOTSWANA

NATIONAL PRODUCTIVITY AND COMPETITIVENESS POLICY

“A Productive and Competitive Botswana towards high income status”

(As Approved by the National Assembly on the 17th July 2025)

Table of Contents

FOREWORD	i
ACKNOWLEDGEMENT	ii
DEFINITION OF TERMS	iii
EXECUTIVE SUMMARY	iv
1.0 INTRODUCTION.....	1
1.1 <i>Purpose of the National Productivity and Competitiveness Policy.....</i>	<i>1</i>
1.2 <i>National and Sectoral Policies related to Productivity and Competitiveness Policy.....</i>	<i>2</i>
2.0 POLICY FORMULATION APPROACH	2
3.0 BOTSWANA’S PHILOSOPHY ON PRODUCTIVITY AND COMPETITIVENESS.....	3
3.1 <i>Philosophical foundation</i>	<i>3</i>
3.2 <i>Vision, Guiding Principles and Assumptions</i>	<i>3</i>
4.0 SITUATIONAL ANALYSIS OF BOTSWANA’S PRODUCTIVITY AND COMPETITIVENESS LANDSCAPE.....	4
4.1 <i>Qualitative findings.....</i>	<i>5</i>
4.2 <i>Quantitative findings.....</i>	<i>7</i>
4.3 <i>Crosscutting issues affecting Productivity and Competitiveness</i>	<i>7</i>
5.0 OBJECTIVES OF THE POLICY	9
6.0 INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION	13
7.0 IMPLEMENTATION, POLICY REVIEW, MONITORING AND EVALUATION.....	15
7.1 <i>Implementation Plan</i>	<i>15</i>
7.2 <i>Policy Review</i>	<i>15</i>
7.3 <i>Monitoring and Evaluation</i>	<i>15</i>
1.0 NATIONAL PRODUCTIVITY AND COMPETITIVENESS STRATEGY.....	2
1.1 <i>Introduction</i>	<i>2</i>
1.2 <i>Purpose of the National Productivity and Competitiveness Strategy.....</i>	<i>2</i>
1.3 <i>Vision and Guiding Principles</i>	<i>3</i>
1.4 <i>Objectives of the Strategy</i>	<i>4</i>
1.5 <i>Resource Mobilisation</i>	<i>6</i>
1.6 <i>From Policy to Strategy and Implementation</i>	<i>6</i>
1.7 <i>Planning for Implementation of the Strategy</i>	<i>7</i>
1.8 <i>Risk management Plan</i>	<i>7</i>

ACRONYMS

BNPC	Botswana National Productivity Centre
CBO's	Community Based Organisations
COVID-19	Coronavirus disease
ESG	Enterprise Singapore
GCI	Global Competitiveness Index
GDP	Gross Domestic Product
GNI	Gross National Income
ICTs	Information and Communication Technologies
IDP	Industrial Development Policy
IMD	International Institute for Management Development
MFP	Multi Factor Productivity
NCC	National Competitiveness and Productivity Council (Ireland)
NDP-11	National Development Plan-11
NPB	National Productivity Board (Singapore)
NPO	National Productivity Organisation
OECD	Organization for Economic Cooperation and Development
SGPA	Singapore Productivity Association
SGPC	Singapore Productivity Centre
SME	Small and Medium Enterprise
TFP	Total-Factor Productivity
WEF	World Economic Forum
WCY	World Competitiveness Yearbook

FOREWORD

Botswana aspires to escape the middle-income trap and achieve prosperity for all its citizens in accordance with Vision 2036. In the same vein, Botswana aspires to be a high-income country, with an export-led economy underpinned by diversified, inclusive and sustainable growth driven by high levels of productivity. These aspirations therefore challenge the citizens of Botswana across all walks of life to work together for the achievement of such.



The country's productivity performance and level of competitiveness remains low compared to the global benchmarks. For the past years, Botswana has been ranked low in Global competitiveness as well as the Ease of Doing Business reports. Several challenges ranging from institutional weaknesses, inefficient processes to technical and capacity issues have been found to be the primary causes. These challenges have led to low competitiveness rankings and slow economic growth leading to high levels of unemployment. It is thus important to prioritize the drive for productivity improvement as a key to economic growth and wealth creation which would be the right ingredient for achieving the national vision.

This National Productivity and Competitiveness Policy presents a platform for coordinated efforts in addressing productivity challenges faced by the country. Some of the key proposals in the Policy include the establishment of a National Productivity Organisation (NPO) to facilitate inter-sectoral coordination of policy implementation, programmes and initiatives of public and private sectors, including advice on policy changes.

It is also imperative to point out that achieving sustainable change in national productivity and competitiveness will consistently depend on the extent to which the proposals are implemented. Effective operationalization of this Policy is hinged on support, active participation, and cooperation of all stakeholders. It is therefore of great importance that all stakeholders are engaged. As a ministry, we remain ready and committed to facilitate and guide the implementation of this policy as much as possible.

A handwritten signature in black ink, appearing to be 'Pius Mokgware', written over a horizontal line.

*Major General (Rtd.) Pius Mokgware
Minister of Labour and Home Affairs*

ACKNOWLEDGEMENT



The development of the National Productivity and Competitiveness Policy has benefitted from valuable inputs of several stakeholders—of which the Ministry of Labour and Home Affairs greatly appreciates. First and foremost, the Ministry would like to thank the European Union for financial and technical assistance extended towards the development of the Policy. The Botswana Institute for Development Policy Analysis (BIDPA) undertook a diagnostic study on the country’s productivity and competitiveness situation entitled “*Situational Analysis Report for the development of the National Productivity and Competitiveness Policy*”. The report formed the basis for the development of the Policy.

The Ministry would also like to extend its appreciation to the tri-partite partners—Government Ministries and Departments, Private Sector, and Labour Unions. Additionally, we appreciate Non-Governmental Organisations, Dikgosi and Faith-based Organisations for their guidance during the development of this Policy. Representatives of these organisations attended stakeholders’ Dialogue workshops on the situational analysis, conceptualisation, validation of the Policy and related documents. They provided valuable inputs and comments which helped to shape the Policy document.

Furthermore, special thanks goes to the BNPC as the implementing partner on the productivity agenda, as well as the provision of information on productivity and competitiveness statistics. The Technical Reference Committee is also commended for managing the project and approving the different deliverables of the consultants’ work.

Finally, the Ministry would like to thank Statistics Botswana and BNPC for provision of statistical data for the in-depth diagnostic study undertaken by BIDPA. It is our believe, as a ministry that this policy heralds a new dawn in taking productivity and work ethic of our nation to the highest levels.

A handwritten signature in black ink, appearing to read 'Rule Jimmy Opelo', written in a cursive style.

Rule Jimmy Opelo
Permanent Secretary
Ministry of Labour and Home Affairs

DEFINITION OF TERMS

1. **Capital Productivity** - measures the efficiency of use of capital in the production of output. The measure is a ratio of capital goods to the value of goods the capital is used to produce. Capital productivity is important because using capital goods more effectively enables businesses to create more wealth.
2. **Competitiveness** - is “competence of an organization or country to produce and sell products/services that meet the quality of the markets at the same or lower prices and maximize returns on the resources consumed in producing them”.
3. **Green productivity** is a strategy for simultaneously enhancing productivity and environmental performance. Its aim is well-rounded socio-economic development that leads to sustained improvement in the quality of human life.
4. **High-income economy** – is one where the Gross National Income (GNI) per capita.
5. **Labour Productivity** - (also called workforce productivity) is a measure of real economic output per labour hour (unit of labour). Growth in labour productivity reflects the change in economic output per labour hour over a defined period. It is thus a measure of the hourly output of a country’s economy and indicates the amount of real gross domestic product (GDP) produced by an hour of labour.
6. **Multifactor Productivity** - measures the overall efficiency of using labour and capital inputs together in the production process. Changes in MFP indicate the combined effects of changes in a number of factors that can include management practices, organisational change, general knowledge, brand names, spillovers from production factors, network effects, economies of scale, adjustment costs, and even the effects of imperfect competition and measurement errors. Growth in MFP is a residual of the GDP that is not explained by changes in the factors labour and capital inputs.
7. **Productivity** - is the measure of the efficiency with which a country combines capital and labour to produce more with the same level of factor inputs.
8. **Single factor productivity** - is a measure of output produced by a unit of the factor input e.g.. labour or capital productivity reflecting how efficiently the factor combines with other factors of production.
9. **Total Factor Productivity (TFP)**, also referred to as Multi Factor Productivity (MFP) is a measure of the residual GDP growth not ascribed to capital and labour force growth, and measures the combined productivity of different inputs.

EXECUTIVE SUMMARY

The National Productivity and Competitiveness Policy and Strategy is a response to the challenges facing the country, especially low productivity, poor work ethic, low competitiveness performance and high unemployment especially amongst the youth. Its overall goal is to increase national productivity levels, improve competitiveness performance and catalyse Botswana's quest towards high income status by providing the legal framework for the country's productivity agenda. The Policy envisages a growth rate of a minimum of 3% growth per annum both Total Factor Productivity, Labour Productivity and Capital Productivity and a competitiveness ranking amongst the 30 most competitive nations by the end of the policy. It is notable that, the advent of Covid-19 pandemic affected productivity and competitiveness globally. Botswana was not spared, with the challenge compounded by the already low performance even prior to Covid-19 era. During this period, productivity levels reached a record low—hence the need for recovery post pandemic period. Inevitably, economic recovery is dependent on concerted effort from government, private sector, labour and other stakeholders. While efforts have been made with regard to recovery plans and financial support to both individuals and business by government, challenges of low productivity and negative growth have persisted—further compounding the already dire situation. This policy is developed at a time when the need for economic growth is more urgent than any other time as it would facilitate creation of opportunities for employment and improvement in livelihoods. It also serves as a commitment by government to focus on addressing productivity and competitiveness challenges towards the broader objective of propelling Botswana to a high-income status by 2036.

The National Productivity and Competitiveness Policy will leverage on existing legal strategies and policies in recognition of the cross-cutting nature of productivity and competitiveness issues. Effective coordination is central to the success of the policy, of which the Ministry of Labour and Home Affairs will spearhead to ensure that all stakeholders play a role. Key amongst these stakeholders is the private sector, labour unions, development partners and the nation at large.

The policy is focused on six strategic areas, namely:

- i. Develop a mind-set for and promote a culture of increased productivity and competitiveness;
- ii. Promote Human Capital development on productivity and competitiveness;
- iii. Enhance stakeholder collaboration and responsibility for implementation of national productivity agenda;
- iv. Develop a national productivity and competitiveness monitoring and measurement system;
- v. Develop a programme of productivity-related research and
- vi. Develop a resource mobilisation strategy to support implementation of Productivity and Competitiveness Policy and Strategy.
- vii. While the policy addresses critical areas around building productivity mindset and accountability for the productivity and competitiveness agenda, it also provides for the enactment of the law and associated regulations to ensure accountability for mainstreaming of productivity and competitiveness issues across the sectors of Botswana's economy.

1.0 INTRODUCTION

Botswana aspires to become a high-income country by 2036 with an export-led economy underpinned by diversification according to Vision 2036. The high-income economy threshold is an average gross national income (GNI) of \$13,206 per capita. The 2021 National Budget speech and State of the Nation Address, highlighted the need to address issues related to wastage and inefficiency, poor productivity in the public sector, and inefficient procurement processes. The National Planning Commission sought to bring efficiency and effectiveness in the coordination of planning, implementation, and monitoring and evaluation of national strategies, policies, programs, and projects. These introduce and touch on the concept of productivity. Higher productivity can contribute to improvement of living standards, quality of life, wages and government income through higher tax while lower productivity brings additional cost to the society. This document is Botswana's entry into developing a policy for improvement of national productivity and competitiveness. Although productivity in Botswana received attention since the 1990's over concerns with the work culture and the population's attitude towards work, there has not been significant progress. "The culture of laxity" that prevailed in the civil service, the public's complaints about non-delivery of services by ministries and departments of government raised interest in public sector reform and accountability. Botswana National Productivity Centre (BNPC) was established in 1993 to address issues of general waste of resources and inefficiency in managing these resources in ministries and departments; lack of proper planning and management of funds that repeatedly resulted in non-completion of key projects (project delays & cost overruns); and the fact that citizens are generally not involved in the decision making processes, particularly with regard to their demands and aspirations, gave high priority to the agenda for productivity improvement.

1.1 Purpose of the National Productivity and Competitiveness Policy

Botswana does not have a policy relating to improving productivity and competitiveness. This has created challenges with regards to coordination and fragmentation of efforts in dealing with productivity and competitiveness issues. The productivity situation has seen an insignificant impact of interventions geared towards productivity and competitiveness improvement. The changing economic environment—including the advent of 4IR have raised interest on productivity and competitiveness matters. In addition, the devastating impact of the coronavirus (COVID-19) pandemic on the global economic performance has left an urgent need for a systematic approach to build back and stir economic recovery quickly.

These challenges and the call by the National Development Plan-11 (NDP-11) Mid-term Review for urgent and deep structural reforms to address the major economic challenges that the economy faces require a response. Productivity improvement is one way of building the economy back to sustainable economic growth—hence the development of the National Productivity and Competitiveness Policy. Consequently, initiating a programme to improve productivity and competitiveness across the whole economy is set out in this policy and outlines the Government Agenda on productivity and competitiveness.

1.2 National and Sectoral Policies related to or influencing Productivity and Competitiveness Policy

There are a number of existing national and sectoral policies that seek to promote productivity and competitiveness. The new policy will affect and in similar ways be affected by existing and any other policies that may be developed as a result of emerging issues. The policies that will affect the Productivity and Competitiveness Policy include the country's policies, strategies and programmes as well as the legislation currently being implemented. It is thus important to cater for this by managing the interface for increased benefit.

2.0 POLICY FORMULATION APPROACH

The National Productivity and Competitiveness Policy was produced following a participatory approach based on the recognition that for Botswana to become productive and competitive, there is need for all stakeholders to be actively involved in productivity improvement. The process of developing the Policy started off with consulting the population and followed a bottom-up approach. Consultations were held with stakeholders around the country to map the situational analysis through holding workshops and discussions including with community leaders to gain insights on sectoral aspects of how productivity is understood and how Botswana's performance was explained. This required coordination and complementarity of roles between and among stakeholders—including government, labour, business, political leadership, non-governmental organisations, traditional leadership, community-based organizations (CBOs), development partners, academia and communities. A series of stakeholder consultative workshops were held in Gaborone and Francistown. These reflected the national and sectoral representation, public and private sectors and labour.

3.0 BOTSWANA’S PHILOSOPHY ON PRODUCTIVITY AND COMPETITIVENESS

3.1. Philosophical foundation

The Productivity Awareness Handbook by BNPC underscored the national foundations of productivity and competitiveness improvement. This highlights that Botswana’s productivity agenda is anchored on “**diligence**” which in Setswana is translated to “*bonatla*”. Historically, Batswana have relied on their intellectual capacity to accomplish different objectives both as individuals and collectively. It is supported by the concepts of *molaletsa*, *letsema* and *motshelo*, some of the efforts that showed resilience and yielded quality products and services. The construction of community dams, roads and *difalana* for grain storage were done through the application of these concepts—which are influenced by the quest for excellence (*botswerere*), timely (*bofefo*) provision of services in a courteous manner (*botho*).

In support of this philosophy, the following principles will apply;

- i. Timeliness (*Bofefo*)
- ii. Excellence (*Botswerere*)
- iii. Courtesy (*Botho*)

3.2. Vision, guiding principles and assumptions

The vision of the national productivity policy is “**A productive and competitive Botswana for prosperity**”, which takes note of the need for the nation to deliberately embark on the quest for excellence to be able to achieve the national goals and transcend to high income status.

On the basis of the above, the following principles and assumptions will guide the implementation of this Policy;

a. Holistic approach to productivity and competitiveness agenda

National productivity improvement can only be achieved by dedicated participation and contribution of every sector across the economy. Considering the diverse nature of stakeholders with different roles and mandates, effective coordination and establishment of synergies will be of paramount importance. Critical to this endeavour is the recognition of the various areas which affect the country’s competitiveness being; infrastructure, technology, electricity, water, education, transport and logistics infrastructure. This policy thus assumes robust engagement between the affected stakeholders to dialogue on how best

to build the right environment to improve Botswana's productivity and competitiveness landscape.

b. Stakeholder engagement, collaboration and cooperation

Productivity is driven by an attitude of the mind based on a mentality determined to do better and achieve progress through constant improvement of what is already obtaining. Understanding and awareness of productivity, its requirements and benefits fosters commitment by all concerned. Consequently, the National Productivity and Competitiveness Policy recognises that national and sectoral policies are in place. The interface between the policies needs to be managed for each policy to continue to deliver results in its area without undermining each other. It is necessary to understand how the policies interface and harmonise them for effectiveness.

c. Consultation with affected stakeholders and partners in developing productivity and competitiveness solutions

Consultative dialogue builds consensus among stakeholders—which include government, business, labour, NGOs and community on key issues such as industrial relations, working conditions, productivity and competitiveness. The National Productivity and Competitiveness Policy shall strengthen social dialogue so as to foster a harmonious working environment for successful implementation of the agenda.

d. Investment in enablers

Productivity improvement requires the provision of skills, continuous innovation, investment in technology and infrastructure in the public and private sectors. The main deficits have existed in electricity and water. These enablers are important for facilitating productivity and competitiveness improvement. Adequate investment in all enablers is a requirement for productivity and competitiveness improvement, hence there will be concerted efforts to mobilise resources for implementation of the policy.

4.0 SITUATION ANALYSIS OF BOTSWANA'S PRODUCTIVITY AND COMPETITIVENESS LANDSCAPE

Global productivity improvement is driven by the shift to a knowledge-based economy. New technological paradigm based on information and communication technologies (ICTs) and innovative systems instrumental in the creation of knowledge and its diffusion have wrought changes in firms' organisation within and across countries, and the development of new skills. These developments have also altered the relative importance of different factors of international competitiveness.

In Botswana, productivity growth and competitiveness have fluctuated over the years and there are still a number of challenges on the issues. A situational analysis revealed the challenges the country faces, current productivity and competitiveness performance and identified cross-cutting issues that are pertinent in the development of a productivity and competitiveness policy.

4.1 Qualitative findings

The situational analysis highlighted the following qualitative findings:

i. Absence of national productivity policy and structures

A policy provides a framework for pursuing national productivity and competitiveness improvement initiatives and sustaining the gains realised thereof. It requires structures at national, sectoral and firm level that guides each in the pursuit of growing productivity and improvement in productivity and competitiveness. Operating without a framework means that no one was pushing for improvement in national productivity and competitiveness and the nation was not therefore moving forward in this regard.

ii. Absence of a productivity mindset and reminders on values, work ethics and professionalism

In the absence of a consciousness of mind disposed towards the performance of workers and people in employment is more routine with no real attention to productivity. The absence of a productivity mindset highlights and explains the lack of commitment to improve productivity. This is also associated with the attitude towards work, neglect of societal values, poor work ethic, unprofessional conduct and a lack of accountability. All these account for low productivity and competitiveness and must be addressed in order to create foundations for productivity and competitiveness improvement.

iii. Lack of relevant skills/failure of the education system to respond to fast changing environment leading to perceived skills mismatch

Botswana has a number of higher education and tertiary institutions which are responsible for producing a variety of skills for the economy. However, the situational analysis raised issues of mismatch between skills and labour market requirements. The report also raised issues around failure of the system to respond to rapid market changes which require new set of skills while requiring re-equipping of the existing labour force. This means that those leaving the education system are not ready to be employed and be productive. The gap in skills availability and development of proficient and professional levels explain the current situation in the country's productivity and competitiveness performance.

Botswana's education system is also characterised by the lack of proficiency by learners in science, technology, and mathematics (STEM) disciplines, which compromises innovation capacity.

iv.# Lack of implementation/#coordination of productivity and competitiveness initiatives

Botswana has had an organisation, BNPC mandated among others to stimulate consciousness about productivity, promote productivity in sectors of the economy, foster good relations between labour and management, carry out productivity measurement exercises, carry out research on productivity, and provide advisory and consultancy services for all sectors of the economy. The implementation only had limited impact. The implementation was not coordinated or did not cover the whole economy and was not systematic. This was not backed by a policy and resource limitations curtailed its impact.

y1 Lack of evidence-based policy making

There is a perception that policies are not designed based on evidence which maybe a source of weakness. More specifically, the situational analysis highlighted the long periods over which policies once introduced are not reviewed for long periods. There is likelihood to maintain policies whose relevance may not be justified.

y11 Effective management, leadership and stakeholders

The situational analysis also highlighted the importance of effective management and leadership as well as stakeholders who are equally keen on productivity and competitiveness. These levels should give direction and work in harmony with effective communication between the different levels. There is need for effective coordination for purposes of rallying stakeholders to effectively implement the Policy.

y111 Lack of institutional synergy and collaboration

The operations of various activities are typified by a lack of institutional synergy and collaboration between institutions. This absence is also responsible for inefficient practices. Any drive towards improving productivity and competitiveness must encourage observance of institutional boundaries and mandates but with a realisation that organisations need platforms to design and implement programmes collaboratively.

y1111 Other emerging issues such as 4IR and pandemics

Changing times and trends in development, in particular in the sphere of technology create opportunities to exploit these and take advantage of such development which would be a basis for using new methods that could lead to improved productivity and competitiveness.

Developments in the ICT sector offer some clear advantages. Incorporating them in the production and operations areas naturally boost productivity and competitiveness performance.

4.2 Quantitative findings

- a. Botswana's capital and labour productivity measures were generally low, with some negative growth rates. Overall, Capital Productivity growth over the period (1998 – 2018), though still a negative average, trended upwards.
- b. Labour Productivity in Botswana has experienced a general positive and increasing growth. It rose the highest by 11.20% in 2013. Labour productivity growth was generally below 5% per annum and varied across sectors of the economy between the years 2014 and 2018.
- c. Labour productivity in the agriculture sector generally declined over time. Productivity trends in the Mining sector indicate that over the years (1990-2018), multifactor productivity and capital productivity moved together.
- d. The manufacturing sector is expected to achieve high productivity and competitiveness and drive the country's economic diversification agenda and has been given priority status for economic diversification and employment creation. Labour productivity in the sector was mixed over the years. Overall, manufacturing sector labour productivity experiences more positive than negative growth.
- e. Labour productivity in the Transport and communications sector was mostly negative up to 2004. It was positive thereafter. Even though there have been fluctuations between the years 2007 and 2018, the growth rate remained positive.
- f. The trend in labour productivity in the finance and business services sector indicates growth rate in most years. Labour productivity rose the highest growth rate was recorded in 2008 at 12.1%.

4.3 Crosscutting issues affecting productivity and competitiveness

a. Youth

The youth in Botswana form a large part of the population. Many of the youth do not have skills or qualifications but even where they have, they lack experience and do not easily land jobs of their choice. The Government has a National Youth Policy and a Youth Development Fund to help the youth get started in gainful employment including business. The Government

has been implementing the National Youth Policy of 2010 with the objective of promoting the economic participation of youth in national development.

The Government also introduced Technical Education and Vocational Training to provide the youth with opportunities into the world of business and employment. In spite of the implementation of the National Youth Policy, the youth have continued to face obstacles in engaging in productive activities. The ICT sector as a modern sector offering the youth opportunities for acquiring skills and engaging in employment creation has not been fully optimised.

e1 Gender and Persons with Disabilities

Forms of inequality based on gender disparities, persons with disabilities are prevalent in a number of countries. Women and Persons with Disabilities are discriminated against in health, in education, at home and in the labour market, with negative repercussions for their freedoms. The Government is taking action against these practices. The Productivity and Competitiveness Policy undertakes to consciously take steps to eliminate the discrimination based on gender or disabilities and ensure that the groups that are normally discriminated against will be included in capacity development so that they can play active roles in promoting and contributing to productivity improvement. The Ministry of Youth and Gender Affairs will provide guidance on how the gender policy applies to Productivity and Competitiveness and ensure participation of all in driving national improvement.

f1 Technology

Technology is changing the way work is organized and is improving productivity and competitiveness. In developed countries, technology advancements are already displacing labour in some industries and analysts say more of this will happen soon. Botswana encourages the adoption and use of relevant technology in the various industries and economic sectors with a view to taking advantage of technology to improve productivity and competitiveness.

g1 Corruption

Corruption is a scourge that deprives society of benefits and reduces morale to be productive. There are increasing cases of unacceptable conduct especially associated with public procurement. This situation turns out as one of the main factors that affect productivity. The award of tenders is highlighted as discouraging honest work and undermining improved productivity. In addition, complicated long processes and time taken to settle and conclude

cases creates opportunities for and easily breeds corruption. This slows down the growth of businesses as stakeholders are unable to meet their obligations. For example, the incidence of bribes as motivations of procurement decisions or settlement may be viewed as grounds that breed corruption and slow down growth of businesses. The Government already has institutions in places whose mandate is to fight corruption and bring non-compliance to account.

5.0 OBJECTIVES OF THE POLICY

The overall policy goal of the National Productivity and Competitiveness Policy is *to increase national productivity levels, improve competitiveness performance and catalyse Botswana's quest towards high income status.*

Globally, economic growth is anchored on high levels of productivity—thus enabling effective and efficient utilisation of resources to produce goods and services which in turn compete in local and global markets, hence competitiveness becomes important factor in economic development. Botswana, as part of the global space, is currently challenged with low levels of productivity, unavailability of policy agenda, poor work ethic and fragmentation with regard to implementation of improvement initiatives. This Policy recognises the role of productivity improvement and its impact on Botswana's development agenda, which among others include; improvement in standards of living, employment creation and economic growth. Addressing productivity challenges will have a positive impact on the country's development agenda and create conditions for improved competitiveness in regional, continental and global markets—thus enhancing efforts towards attaining the high-income economic status by 2036. The Policy identifies the following focus areas to drive the necessary transformation;

a. Developing a productivity mindset and promoting a culture of increased productivity and competitiveness

The current productivity and competitiveness situation is a combination of factors including inadequate understanding of productivity and competitiveness concepts, which includes recognising the effects stemming from absence of a productivity mind set, amongst them; poor work ethic, negative attitude towards work and fixed mindset. It is therefore necessary to address these issues while also seeking ways to ensure sustainability of achieved progress along the way. This calls for national dialogue in building a productive mind-set and culture aimed at improving the current situation and ensuring continuity. This will be achieved through;

- Mainstreaming productivity in work improvement programmes.
- Establishing structures to promote accountability for productivity.

- Continuous stakeholder engagement and public education.
- Developing nationwide awareness campaigns on productivity and competitiveness.
- Reviewing the BNPC Act to provide for the current and emerging productivity issues and empowerment of structures and guidelines for accountability in implementation of the national productivity and competitiveness agenda.

b. Promote Human Capital development

Workers are very important and they need to take responsibilities at work. They need to be equipped to be effective at work. Skills are an important way of empowering and ensuring that decisions are based on knowledge and focusing on improvement of productivity at work and competitiveness as a nation. Continuous learning and mentorship programmes are essential for the achievement of this goal. In achieving this, the following will be implemented;

- Mainstreaming productivity, work ethic and competitiveness issues in the curriculum.
- Designing workplace programmes aimed at improving productivity.
- Designing frameworks and guidelines for compulsory adoption and implementation of productivity and work ethic programmes in workplaces.
- Investing in continuous workplace learning across sectors—with specific focus on Botswana’s National Service Excellence model.
- Conducting remedial programmes for new and on-boarding employees.

c.#Enhance stakeholder collaboration for implementation of national agenda

National improvement in productivity and competitiveness will occur when more firms and organisations adopt and implement the Policy interventions in their work situation. Widespread adoption will be encouraged through collaboration especially within clustered activities and associations. These activities can influence each other and collaborate in the implementation of the Policy positively changing productivity and competitiveness in their subsector, industry or cluster down to operational levels. International benchmark and best practices are essential to place Botswana in a better position for competitiveness. The Policy thus advocates for knowledge sharing between Botswana industries, role players and stakeholders as well as forging relations abroad with a view to gain expertise and improve our productivity and competitiveness landscape. In this regard, the following will go a long way in achieving this critical objective;

- Establish sector specific stakeholder fora and leveraging on the already existing.
- Capacitating stakeholders on productivity and competitiveness issues.

- Mainstreaming productivity and competitiveness initiatives across different levels of the economy.
- Conducting stakeholder engagement and consultative fora.
- Implementing National Value System across all sectors of the economy.

d. Develop national productivity monitoring and measurement system

Productivity and competitiveness improvement can only be established through monitoring and evaluation. There must therefore be measurement and regular assessment of how the economy and its various sectors are performing, first in relation to implementation and second with regard to impact given the environment created by the Policy. Policy implementation will therefore cater for monitoring and evaluation recognising the requirement of data for this purpose. To address this focus area, the following will be undertaken;

- Develop a systematic programme of collecting productivity and competitiveness data and information, including tracking tools for monitoring progress of initiatives.
- Building capacity for productivity measurement across sectors, including at institutional or firm level.
- Develop a comprehensive Monitoring and Evaluation System to enable tracking of initiatives and key performance indicators.

e. Develop a programme of productivity-related research

The Policy shall facilitate the undertaking of productivity-related research to inform national and sectoral level evidence-based policy and decision-making related to productivity. At the organisational or firm level, productivity research is necessary for improving understanding of the inhibitors and facilitators of organisational productivity as it identifies what is working well and what is not. It links new innovations, technologies, organizational structures, and capital to enhance organisational productivity. Research shall be used to strengthen and improve productivity measures and on understanding the sources and effects of productivity and technical change. It helps develop more timely measures of multifactor productivity and measures of the effect of labour composition and research and development (R&D) on productivity growth. The pursuit of productivity and associated competitiveness can affect the workings of the system. Changing productivity growth performance even in advanced economies point to conditions responsible for changing the dynamics at play. Also, there may be important learning points that arise, and can be exposed by research. Performance of an organisational system (i.e. a work group, cost or profit centre, division, function, plant, firm,

etc.) is comprised of at least seven criteria. Consequently, this policy will attempt the following;

- Define and develop national productivity and competitiveness research agenda
- Establish partnerships for productivity and competitiveness research funding
- Develop national productivity research guidelines

f. Develop a Resource Mobilisation strategy to support productivity and competitiveness improvement initiatives

The process of raising awareness and training the population in productivity and competitiveness will require resources. It is expected that the government will take the lead in initiating and providing frameworks for Botswana to handle productivity and competitiveness improvements. However, additional resources will be required and it will be critical for a plan for resource mobilisation to be developed and implemented in anticipation of step up in efforts. Resources will be required for the long term roll out as well as catering for the needs of those already in employment in various sectors. The Government commits to get the implementation started while a medium-term resource mobilisation plan is being developed to provide support for the productivity and competitiveness improvement. It will also be possible to devise a cost recovery programme so that the funding of productivity and competitiveness improvement will be a shared responsibility among government, private sector and development partner support at different times in the implementation of the Policy and the Strategy. Key to this endeavour is the commitment from leading stakeholders;

- Government ministries and independent departments
- Business
- Labour movement
- Development partners

This will involve;

- Developing guidelines for engagement, collaboration and cooperation on implementation of productivity and competitiveness initiatives
- Establishing clear roles through stakeholder mapping
- Identifying areas of participation and engagement
- Establishing clear communication lines

6.0 INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION

From benchmarking and international experience, the structures responsible for implementation derive from the policy and legislation. There are particular common features as follows;

- There is a specific link between the NPO and Government in the form of a government department for the purpose of coordination and policy direction.
- There exist a board—in some jurisdictions called a Council, which is constituted in a tri-partite kind of arrangement.
- There are clear structures set out and empowered by both policy and legislation for purposes of accountability for national productivity and competitiveness agenda.
- The national productivity and competitiveness agenda is addressed in unison with employment agenda due to their inter-relatedness.

In Botswana, the Botswana National Productivity Centre has been at the centre of the productivity improvement initiatives despite the absence of a policy. While the Centre has not made the necessary impact due to amongst other reasons; absence of policy, inadequate resourcing and disjuncture with government agenda, the Policy provides an opportunity to refocus and align with government priorities especially on issues of economic growth, employment creation and sustainability.

The current arrangement where the centre serves as an NPO supervised by the board of directors, with a specific department within government playing a coordinating role and developing policies is aligned with international best practices. However, there is need to enhance the accountability and expand implementation structures in cognisance of the diverse nature of productivity and competitiveness agenda.

The Policy acknowledges that the national productivity and competitiveness agenda cannot be achieved by a single entity, therefore, in addition to the Board of Directors, there is need for establishment of sectoral committees which will facilitate productivity agenda at sector level. These committees will thus serve as a link to the board and the ministry responsible in implementing productivity initiatives at sectoral level. Representatives from these committees may be co-opted at any given point in alternate terms to the board when discussing productivity and competitiveness issues pertaining to the specific sector.

Noting the interlinkages with the employment agenda, the productivity and competitiveness agenda should be facilitated under one structure, in this instance being the National Employment Coordinating Council (NECC), which according to the National Employment

Policy should be chaired by the Minister of Labour and Home Affairs. At this level, the Chairperson of the NPO Board and the Director responsible for the function of productivity and Competitiveness should be representatives at the National Employment Coordinating Council. This is in line with international best practice, which shows that the productivity and competitiveness agenda should be elevated to national structures noting its impact on national development. In summary, the structures for implementation, in no particular order, are as follows;

a. Ministry responsible for Productivity and Competitiveness

In addition to overall leadership, the ministry will be undertaking the following;

- Review of policies and legislation.
- Coordination and mainstreaming of initiatives and strategies relating to Productivity and Competitiveness.
- Coordination of Productivity and competitiveness measurement and analysis.
- Provide technical guidance on different sectoral policy issues which may arise
- Monitoring and evaluation.

b. National Productivity Organisation

- Policy implementation.
- Private sector liaison.
- Contact for international assessment agencies.
- Productivity and competitiveness programming and execution
- Productivity and competitiveness measurement and analysis
- Sectoral coordination
- Monitoring and evaluation

c. National Employment Coordinating Council (NECC) as outlined in the National Employment Policy

- The National Employment Coordinating Council's mandate is to provide policy oversight and to coordinate all employment related matters, as provided for in the National Employment Policy. Considering the interrelation of employment and productivity agenda, the Council will serve the same purpose for the national productivity and Competitiveness Policy.

d. Sectoral Committees

Considering the uniqueness of the different sectors of the economy, sectoral committees will serve as focal points for mainstreaming productivity and competitiveness at sector level.

The committees will be established in sectors, with an option to leverage on those that may be existing. These will serve as;

- A platform for dialogue and engagement on sectoral productivity and competitiveness issues.
- Identifying issues that need attention and make recommendations.
- Vehicle for programme implementation and monitoring.
- Contact point for sectoral engagement and consultations.

7.0 IMPLEMENTATION, POLICY REVIEW, MONITORING AND EVALUATION

7.1. Implementation Plan

The plan for policy implementation should normally identify and estimate costs or resources required for implementation. It is developed to ensure that implementation does not stall leaving paper evidence of what was planned. The Policy is being developed with a Strategy. The Strategy provides opportunity for breaking the interventions outlined in the policy for detailed breakdown and implementation as smaller group of activities either around a broader intervention or by coordinating these in sequence. The Strategy can be viewed as a detailed plan of implementation of the Policy.

- a. Plan or programme for implementation including duration and timelines
- b. The Policy instruments envisaged for use during the implementation
- c. Secure cooperation of collaboration partners and supporters
- d. Breakdown policy into activity chunks and schedule
- e. Categorise interventions into short term, medium- and long-term horizons for realistic scheduling and ease of implementation

7.2. Policy review, Monitoring and Evaluation

7.2.1. Policy Review

This Policy has a 10-year duration after which it will be reviewed. A mid-term review will be undertaken after five years. The review of the Policy, will seek to establish its relevance to issues of productivity and competitiveness. A review may then recommend change or revision or re-orientation to achieve intended improvements.

7.2.2. Monitoring and Evaluation

Monitoring and Evaluation places emphasis on effectiveness of the implementation to check that it is on course as initially envisaged and has not deviated from outlined courses of action. In addition, it emphasises timeliness in delivery. Evaluation, which can be done after the

activities have been completed and seeks to determine the impact of interventions under the Policy. Monitoring of the implementation of the Policy is an internal function of the implementing agency with a view to provide insights that improve the process. Evaluation of the Policy to gain insights on the impact it creates will be done by external agencies independent of the formulation and implementation processes.

**NATIONAL PRODUCTIVITY AND
COMPETITIVENESS STRATEGY AND
IMPLEMENTATION PLAN**

8.0 NATIONAL PRODUCTIVITY AND COMPETITIVENESS STRATEGY

8.1. Introduction

The National Vision 2036 presents Botswana's aspirations of achieving prosperity for all its citizens and attaining high income status. The attainment of these aspirations is dependent on the capability of the country to rapidly sustain economic and productivity growth and as such become competitive. It is a major determining factor for the achievements of the imperatives of transformation, sustainability, resilience and innovation as envisaged by Vision 2036.

The 2018 Global Competitiveness Report (GCR), highlights productivity as the key driver to sustainable economic growth and wealth creation, with more emphasis on the role of human capital, innovation, resilience and agility as the key drivers of competitiveness, hence the need to pay particular attention to these aspects.

Productivity describes various measures of the efficiency of production. A productivity measure is expressed as the ratio of output to inputs used in a production process, i.e. output per unit of input. In simpler terms it is the relationship or process between inputs and outputs in the production of goods and services.

The value or productivity comes from the effectiveness and efficiency with which the factors of production are combined in an environmentally sustainable manner in the generation of goods and services for economic growth. As noted previously, productivity is the major determinant of economic growth and wealth creation, and as such, growth in productivity mean higher economic growth, increased employment, and increased income and high quality of life.

8.2. Purpose of the National Productivity and Competitiveness Strategy

The purpose of this strategy is to operationalize the national productivity and competitiveness policy and provide a basis for mobilization of the necessary resources for successful implementation of the policy.

The Strategy deals with the "how to" issues of implementing and operationalizing the Policy. The development of Strategy derives from intervention thrusts identified in the Policy and spells out how these are translated by actions that change productivity and competitiveness for the better in Botswana. This provides details and outlines actual activities that will be implemented over the duration of the policy to transform productivity.

8.3. Vision and guiding principles

The vision of the national productivity and competitiveness policy is “**A productive and competitive Botswana for prosperity**”, which refers to the need for the nation to deliberately embark on the quest for excellence to be able to achieve the national goals and rise to high income status.

On the basis of the above, the following principles will guide the implementation of this strategy;

d1 Holistic approach to productivity and competitiveness agenda

National productivity improvement can only be achieved by dedicated participation and contribution of every sector. Although they have different in the orientation in mandate, the public sector and private sector have contributions in national productivity improvement and growth.

e1 Stakeholder engagement, collaboration and cooperation

Productivity is an attitude of the mind driven by a mentality to do better and achieve progress through constant improvement of what is already obtaining. Understanding and awareness of productivity, its requirements and benefits will foster commitment of all concerned.

f1 Consultation with affected stakeholders and partners in developing productivity and competitiveness solutions

Consultative dialogue builds consensus among stakeholders—which include government, business, labour, NGOs and community on key issues such as industrial relations, working conditions, productivity and competitiveness. The National Productivity and Competitiveness Policy shall strengthen social dialogue so as to foster a harmonious working environment for successful implementation of the agenda.

g1 Investment in enablers

Productivity improvement requires the provision of skills, continuous innovation, investment in technology and infrastructure in the public and private sectors. The main deficits have existed in electricity and water. These enablers are important for facilitating productivity and competitiveness improvement. Adequate investment in all enablers is a requirement for productivity and competitiveness improvement.

8.4. Objectives of the strategy

The purpose of this Strategy is to operationalize the National Productivity and Competitiveness Policy and to ensure that the necessary activities are undertaken to achieve the set goals. Consequently, the objectives are prioritized and presented as follows;

a. Develop a productivity mind set and promote a culture of increased national productivity and competitiveness.

The approach to work without a mindset oriented to productivity shows attitudes and work ethics without the desire to improve. There is a lack of consciousness to apply to changing the way things are done. The change can be managed in the population especially at earlier stages of life. The culture of increased productivity and competitiveness raises awareness to striving to do better and notice every opportunity for achieving it. Development of a productivity mindset and promotion of a culture of increased development will be achieved through:

- i. Development of programmes to enable implementation of the National Value System to address work ethic and mind-set challenges.
- ii. Development of national regulatory framework for productivity and competitiveness landscape.
- iii. Facilitating adoption and use of productivity techniques and tools across sectors.

e1 Promote Human Capital development on productivity and competitiveness.

Human capital is an important driver in productivity and competitiveness. The adequately skilled and conscious workers can be motivated to achieve better and are able to adjust their approach. The competencies are a basis for excelling at what they do. The competencies of the country's human capital will be developed with focus on the following;

- i. Developing national productivity and competitiveness awareness programmes.
- ii. Mainstreaming of productivity and competitiveness in education system.
- iii. Design work-based learning programmes on productivity and competitiveness
- iv. Promote Green productivity concept for sustainability.
- v. Promote participation of diverse groups in productive employment (youth, women, PWDs).

f1 Enhance stakeholder collaboration for implementation of national productivity agenda.#

Considering the approach adopted in the development of the policy and strategy—and the recognition that productivity is a cross cutting issue, the success of the strategy is dependent on the involvement of stakeholders in the implementation process. Therefore, stakeholders will further be engaged as follows;

- i. Establish empowered and adequately resourced structures for productivity and competitiveness improvement.
- ii. Coordinate the development of productivity improvement initiatives focusing on the sector characteristics.
- iii. Set standards for productivity and competitiveness improvement by sector.
- iv. Implement productivity and competitiveness improvement enhancing activities that place emphasis on sectoral and intersectoral characteristics and linkages.
- v. Establish a cascaded reporting and accountability structure on productivity and competitiveness.

d. Develop national productivity monitoring and measurement system.

The successful implementation of the Policy can only be established and confirmed by monitoring and measurement. As a consequence, for purposes of ensuring that the Policy achieves what it was set out to do, there shall be periodic monitoring, measurement of the progress and evaluation of the impact the Policy and the Strategy generate. The actions that will be undertaken are:

- i. Design productivity and competitiveness measurement systems and tools across sectors of the economy.
- ii. Build capacity for productivity measurement at national and sectoral levels of the economy
- iii. Design national productivity information management system
- iv. Develop a monitoring and evaluation system for productivity and competitiveness

e. Develop a programme of productivity-related and competitiveness research.

Productivity and competitiveness related research aims to increase knowledge, inform national and sectoral level evidence-based policy and decision-making. At the organizational or firm level, productivity research is necessary for improving understanding of inhibitors and facilitators of organizational productivity.

It links new innovations, technologies, organizational structures, and capital to enhance organizational productivity and competitiveness. Research shall be used to strengthen and improve productivity measures and an understanding of the sources and effects of productivity and technical change.

- i. Establish framework for management of productivity related research
- ii. Establish sources of productivity research funding
- iii. Commission research dealing with productivity and competitiveness

- iv. Establish mechanism for adoption of research

8.5. Resource Mobilisation

The implementation of the Policy and Strategy requires resources that the Government alone may not be able to shoulder. As a result, it will be necessary to explore possible ways of supporting the implementation of Productivity and Competitiveness improvement over time. The Policy and Strategy will divide implementation into phases: short-term, medium term and long term. Resources required for those time horizons must be planned for. The main activities will be:

- i. Develop a perspective of resource requirements over the different time horizons
- ii. Explore possible sources of resource and alternative mechanisms for support including cost sharing and cost recovery and bridging support through development partner assistance
- iii. Consult stakeholders and solicit viable options
- iv. Outline and implement resource mobilisation strategy

8.6. From Policy to Strategy and Implementation

The objectives and key strategic focus areas must be broken down into series projects and activities to be implemented in phases over a specified period of time. The Strategy will be implemented over five-year periods. It is not possible to implement all the interventions at the same time. This entails phasing of the objectives. This requires a prioritisation of objectives or interventions. Prioritisation of interventions take into account the horizon of implementation. Projects and activities shall be implemented in the short-, medium and long term.

The mindset change is a fundamental requirement to changes that will transform the population and is therefore primary. The other part is on the promotion of productivity improvement even for workers already in employment. Human resource development is also a long-term intervention. The skills of workers already in employment shall be undertaken in the short term to improve their productivity. Both short- and long-term aspects of mindset change and human capital development must start early.

Aspects of monitoring and measurement shall be implemented from the beginning in order to provide records of the progress on productivity and competitiveness. Some activities under the stakeholder collaboration shall be implemented in the short term since they are critical for moving the stakeholders to be part of the productivity and competitiveness agenda.

Interventions and activities under the productivity research can be delayed without affecting the programme. Stakeholder collaboration is an on-going requirement for productivity improvement and competitiveness.

Table 1 below shows the activities and the years when they shall be implemented indicating the phasing and prioritisation.

8.7. Planning for Implementation of the Strategy

On the basis of the breakdown of the objectives and the related activities, the next step of planning for the implementation of the Strategy can be undertaken. Below are the detail of the activities and when they will be implemented. It is important to repeat that the activities to implement the Strategy are many and different and that a limited number shall be undertaken each year. Table 1 further shows the prioritisation and when each activity shall be implemented. Activities related to mind-set change and work culture promotion are important and shall be embarked upon at the beginning of the implementation of the Policy through the Strategy.

8.8. Risk management Plan

This Policy is designed amidst an array of challenges that may affect its implementation and success. The following risk matrix involves assessing the likelihood and impact of various risks associated with the Botswana National Productivity and Competitiveness Strategy and Implementation Plan. The identified risks include inadequate funding, unavailability of technical expertise, resistance to change, Silo approach, and Inadequate Knowledge. Each risk is evaluated based on its probability of occurrence (likelihood) and its potential impact on the strategy's success.

Risk Matrix

Risk	Description	Likelihood (Scale 1-5)	Impact (Scale 1-5)	Risk score	Mitigation
Inadequate Funding	This risk pertains to limited investment necessary for implementing the strategy.	4	5	20	<ul style="list-style-type: none"> • Explore development partner funding • Public Investment funding • Joint project implementation with private sector

Unavailability of technical expertise	This involves the availability of skilled personnel who can effectively execute the strategy across the different sectors especially on new and evolving concepts like green productivity.	3	4	12	<ul style="list-style-type: none"> • Investment in training programs to upskill existing employees. • Collaboration with research institutions • Strategic partnerships
Resistance to change	This refers to organizational resistance to change or collaboration across departments and different sectors.	4	4	16	<ul style="list-style-type: none"> • Develop and implement change management plan • Develop and implement national mindset change programme
Silo approach	The fragmented approach to productivity and competitiveness challenges across organizations across the economy.	4	4	16	<ul style="list-style-type: none"> • Enhance stakeholder coordination • Mainstreaming of productivity and competitiveness in sectoral plans • Development and implementation of workplace productivity guidelines
Inadequate knowledge	Gaps in understanding or awareness about productivity and competitiveness principles among stakeholders and the general populace.	3	3	9	<ul style="list-style-type: none"> • Public education and awareness campaigns • Participation in productivity commemorations • Gazettement of National Productivity week

Impact:

1 = Insignificant

2 = Minor

3 = Moderate

4 = Major

5 = Catastrophic

Likely hood:

1= Rarely

2= Unlikey

3= Possible

4= Likely

5= Almost Certain

Analysis Of Risk Scores

The risk scores indicate the priority level for each risk:

A score of **20** indicates a critical risk that requires immediate attention (Funding).

A score of **16** suggests a high-risk area that should be monitored closely (Resistance/Silos).

A score of **12** indicates a moderate risk that needs management strategies (Expertise).

A score of **9** reflects a lower priority but still requires some level of oversight (Inadequate Knowledge).

Table 1: Prioritisation and Phasing of Activity Implementation

Policy objective 1: To develop a productivity mind set and promote a culture of increased national productivity and competitiveness		Year 1	Year 2	Year 3	Year 4	Year 5
Initiatives	Activities / Programmes					
Develop programmes to enhance national value system and address work ethic and mind-set challenges	Conduct national campaigns on Botswana's productivity and competitiveness philosophy/value system	X	X			
	Conduct national assessment of Botswana's value system-stakeholder dialogue and consultations	X				
	Develop National Value System					
	Develop National productivity and competitiveness programmes	X	X			
Develop a national regulatory framework	Draft national productivity and competitiveness Bill	X				
	Develop regulations and Standards		X			
Facilitate adoption and use of productivity techniques and tools across sectors	Advocate for use of existing and new tools for enhancing productivity across sectors		X			
	Adoption of local and domestication of international quality standards		X	X		
Facilitate the creation of awareness on the importance of productivity and competitiveness	Conduct productivity and competitiveness awareness campaigns across sectors	X	X			
	Conduct productivity and competitiveness seminars for stakeholders	X	X	X	X	
	Conduct awareness assessment on the impact of productivity and competitiveness campaigns			X	X	
	Hold National Productivity and Competitiveness awards			X	X	X
Uphold productivity and competitiveness conventions	Conduct Commemorations of World Productivity Day		X	X	X	X
	Declaration of national Productivity Week	X				
Policy objective 2 : To promote human capital development on productivity and competitiveness						

Initiatives	Activities / Programmes	Year 1	Year 2	Year 3	Year 4	Year 5
Promote Green productivity concept for sustainability	Mainstreaming of productivity and competitiveness in education system	X	X	X		
	Design work-based learning programmes on productivity and competitiveness		X	X	X	
	Provide Training and create knowledge, understanding, accountability and responsibility across sectors		X	X	X	X
	Promote participation of diverse groups in productive employment (youth, women, PWDs)		X	X	X	X
	Design programmes on the future of work concept	X	X			
Promote the future of work concept	Capacitate employees in preparation for labour market transition		X	X	X	X
	Implement programmes to expand choices for older workers to remain economically active			X	X	X
	Develop a comprehensive programme on workplace health and safety with related agencies			X		
Policy Objective 3: To enhance stakeholder collaboration for implementation of productivity and competitiveness						
Initiatives	Activities / Programmes	Year 1	Year 2	Year 3	Year 4	Year 5
	Establish empowered and adequately resourced structures for productivity and competitiveness improvement	X	X	X	X	
Coordinate the development of productivity improvement initiatives across sectors	Conduct National stakeholder dialogue sessions on productivity and competitiveness			X	X	X
	Mainstreaming of productivity and competitiveness initiatives in national and sectoral plans			X	X	X
	Establish stakeholder engagement forum for support sectors on productivity and competitiveness issues			X	X	

Policy Objective 4: Develop national productivity monitoring and measurement system						
Initiatives	Activities / Programmes	Year 1	Year 2	Year 3	Year 4	Year 5
Design productivity and competitiveness measurement systems and tools across sectors of the economy Build capacity for productivity measurement at national and sectoral levels of the economy	Conduct situational assessment on productivity and competitiveness measurement system			X	X	X
	Conduct productivity measurement trainings across sectors				X	X
	Develop standard operation manual for productivity and competitiveness data collection	X				
	Design national productivity information management system		X			
Policy Objective 5: Develop a programme of productivity-related and competitiveness research						
Initiatives	Activities / Programmes	Year 1	Year 2	Year 3	Year 4	Year 5
Establish framework for management of productivity related research	Set the governance and management structure	X				
	Motivate for national productivity related research through the National Research Fund.			X	X	
Establish sources of productivity research funding	Make an assessment of amount of funding that is required to run viable productivity and competitiveness related research				X	
	Establish the resource mobilization mechanism for sourcing research funding					
	Call for proposals on productivity research areas	X				
Commission research dealing with productivity and competitiveness	Establish Research capacity including infrastructure					X
	Hold research dissemination and findings sharing opportunities					X
Policy Objective 6: Develop a Resource Mobilisation strategy to support productivity and competitiveness improvement initiatives						
Initiatives	Activities / Programmes	Year 1	Year 2	Year 3	Year 4	Year 5

Establish cost perspectives and possible sources of resources for implementing the Policy and Strategy in the short-, medium- and long term	Establish a committee to lead the resource mobilization initiatives for Policy and Strategy implementation	X				
	Breakdown the Policy and Strategy into short-, medium-, and long-term for implementing	X				
	Identify possible sources of funds for implementing the Policy and Strategy on productivity and competitiveness improvements	X				
	Consult stakeholders on opportunities and options for financing Strategy implementation including assessing stakeholders' willingness to support	X				
	Determine the hierarchy of preferred funding and financing options allocating weights to reflect preferences	X				
	Establish a plan for approaching all identified stakeholders with target contributions	X				
Develop a strategy for mobilising the resources required research funding	Implement Strategy and provide regular updates on resources secured with clear indications of how they are to be used		X			
	Review and evaluate resource mobilization campaign and strategy				X	

TABLE 2

IMPLEMENTATION PLAN

OUTCOME INDICATORS AT NATIONAL LEVEL

Vision 2036 Pillar 1	Transitioning to a high-income economy with Export-led growth underpinned by high levels of productivity, diversified economy, inclusive and sustainable growth						
Thematic Working Area	Sustainable Economic Development						
Strategic Thrust	Continuous Investment in Human Capital Development for Productivity and Competitiveness						
Key Result Area	Sustainable, Inclusive and Competitive Economy						
Outcome	Indicators	Baseline Year	Target				
Competitive and productive economy	Total Factor Productivity (TFP) Growth	(2021/22)	Year 1 2024/25	Year 2 (2025/26)	Year 3 (2026/27)	Year 4 (2027/28)	Year 5 (2028/29)
	Labour Productivity Growth	-0.44%	3.2%	3.2%	3.2%	3.2%	3.2%
	Capital Productivity Growth	-1.36%	1.5%	2%	2.5%	3.0%	3.2%
	Competitiveness rankings	-1.69%	1%	1.5%	2.0%	2.3%	2.5%
		59 th (2023)	55 th	50 th	45 th	42 nd	40 th

TABLE 3

OUTCOME INDICATORS AT SECTORAL LEVEL

Economic Sectors	Baseline	Target (% Growth)				
	2024	2025	2026	2027	2028	2029
Agriculture, Forestry & Fishing	1.5	2	2.2	2.3	2.5	2.7
Mining & Quarrying	1	1.5	1.7	1.8	2	2.2
Manufacturing	1.5	3	3.2	3.5	3.7	4
Water & Electricity	1	2	2	1.5	1.5	1.5
Construction	3	3	3.1	3.3	3.5	3.7
Wholesale & Retail	2	2.5	2.7	2.5	2.5	2.7
Transport & Storage	2	2.5	2.7	3	3.3	3.5
Accommodation & Food Services	2.5	3	2.5	3.5	3.7	3.5
Information & Communication Technology	2	2	3.3	3.5	3.7	4
Finance, Insurance & Pension Funding	1.5	2	2.2	2.5	2.7	2.5
Real Estate Activities	2	2.5	2.7	2.8	3	2.5
Professional, Scientific & Technical Activities	2	2	2.2	2.5	2.8	3
Administrative & Support Activities	1.5	2	2.2	2.3	2.5	2.7
Public Administration & Defence	1	1.5	2	2.2	2.5	3
Education	1.5	2.5	3	3.3	3.8	4
Human Health & Social Work	2	2.5	2.8	3	3.2	3.5

OUTPUT INDICATORS

1.1.OBJECTIVE 1: DEVELOP A PRODUCTIVITY MIND SET AND PROMOTE A CULTURE OF INCREASED NATIONAL PRODUCTIVITY AND COMPETITIVENESS IN ALL SECTORS

Global sustainable development goals	Industry, Innovation and Infrastructure; Goal 8- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all										
Vision 2036 Pillar 1	Transitioning to a high income economy with Export-led growth underpinned by high levels of productivity, diversified economy, inclusive and sustainable growth										
Thematic Working Area	Sustainable Economic Development										
Strategic Thrust	Raise National Awareness, Change Attitudes and Improve Knowledge of Productivity and Competitiveness										
Key Result Area	Sustainable, Inclusive and Competitive Economy										
Outcome	Competitive and Productive Economy										
Output	Improved Productivity and Competitiveness										
Policy objective	To develop a productivity mind set and promote a culture of increased national productivity and competitiveness										
Initiatives	Activities / Programmes	Indicators	Baseline	Target					Key stakeholders	Estimated cost BWP	
				Year 1	Year 2	Year 3	Year 4	Year 5			
Develop programmes to enhance national value system and address work ethic and mind-set challenges	Conduct national campaigns on Botswana's productivity and competitiveness philosophy/values system	Number of campaigns conducted	0	1	2	2	2	2	2	<ul style="list-style-type: none"> • NPC • Government Ministries • NGO Council • Ntlo Ya Dikgosi • BB 	3,935,900
		Awareness Index in workplaces (impact of campaigns)	0	tbd	tbd	tbd	tbd	tbd	tbd		
Conduct national assessment of Botswana's value system and develop a code of ethical behavior	Number of national impact assessments on productivity and competitiveness conducted	Value survey module (Hofstede)	0	tbd	tbd	tbd	tbd	tbd	tbd		
		Number of national productivity and competitiveness programmes	2	1	2	2	1	1	1		

	Conduct awareness assessment on the impact of productivity and competitiveness campaigns	Level of awareness		65%	70%	75%	80%	85%		
	Hold National Productivity and Competitiveness awards	Number of productivity and competitiveness awards held	0	1	1	1	1	1		
Ratify productivity and competitiveness conventions	Conduct Commemorations of international productivity day	Yearly Commemorations	1	1	1	1	1	1		
	Gazettement of national productivity week	Compliance to law development processes	n/a	100%	100%	100%	100%	100%		

OBJECTIVE 2: TO PROMOTE HUMAN CAPITAL DEVELOPMENT ON PRODUCTIVITY AND COMPETITIVENESS

Global sustainable development goals		Decent Work and Economic Growth									
Vision 2036 Pillar 1		Transitioning to a high income economy with Export-led growth underpinned by high levels of productivity, diversified economy, inclusive and sustainable growth									
Thematic Working Area		Sustainable Economic Development									
Strategic Thrust		Continuous Investment in Human Capital Development for Productivity and Competitiveness									
Key Result Area		Sustainable, Inclusive and Competitive Economy									
Outcome		Competitive and Productive Economy									
Output		Productive Human Resource									
Policy objective 2		To promote human capital development on productivity and competitiveness									
Initiatives	Activities / Programmes	Indicators	Baseline	Target					Key stakeholders	Estimated cost	
				Year 1	Year 2	Year 3	Year 4	Year 5			
Promote Green productivity concept for sustainability	Mainstreaming of productivity and competitiveness in education system	Number and levels of curricular infused with productivity and competitiveness issues	0	tbd	tbd	tbd	tbd	tbd	tbd	<ul style="list-style-type: none"> • MOESD • MLGRD • BB • NPO • NPC • Regulatory Bodies • HRDC • BQA 	7,498,000
	Design work based learning programmes on productivity and competitiveness	Number of workplace programmes	0	tbd	tbd	tbd	tbd	tbd			
	Provide Training and create knowledge, understanding, accountability and responsibility across sectors	Green Productivity Index (GP Index)		tbd	tbd	tbd	tbd	tbd	tbd		
	Promote participation of diverse groups in	Number of participants per group	tbd	tbd	tbd	tbd	tbd	tbd	tbd		

OBJECTIVE 3: TO ENHANCE STAKEHOLDER COLLABORATION FOR IMPLEMENTATION OF PRODUCTIVITY AND COMPETITIVENESS

Global sustainable development goals	Partnership for the Goals										
Vision 2036 Pillar 1	Transitioning to a high income economy with Export-led growth underpinned by high levels of productivity, diversified economy, inclusive and sustainable growth										
Thematic Working Area	Sustainable Economic Development										
Strategic Thrust	Enhance Structures to Coordinate Productivity and Competitiveness initiatives in all Sectors of the Economy										
Key Result Area	Sustainable, Inclusive and Competitive Economy										
Outcome	Competitive and Productive Economy										
Output	Effective and Efficient Structures										
To enhance stakeholder collaboration for implementation of productivity and competitiveness											
Initiatives	Activities / Programmes	Indicators	Baseline	Target					Key stakeholders	Estimated cost	
				Year 1	Year 2	Year 3	Year 4	Year 5			
Establish empowered and adequately resourced structures for productivity and competitiveness improvement	<ul style="list-style-type: none"> Establish structures for managing productivity and competitiveness <ul style="list-style-type: none"> ▪ Sectoral Committees ▪ National Productivity Organization 	Number of Sectoral Committees established	0	1	2	1	1	1	1	<ul style="list-style-type: none"> • Labour Movement • BB • Government ministries • DPSM • Non Governmental Organisations 	1,974,100
Coordinate the development of productivity improvement initiatives across sectors	Conduct National stakeholder dialogue sessions on productivity and competitiveness	Number of national stakeholder dialogue conducted	0	1	1	1	1	1	1		

OBJECTIVE 4: DEVELOP NATIONAL PRODUCTIVITY MONITORING AND MEASUREMENT SYSTEM

Global sustainable development goals		Responsible Consumption and Production									
Vision 2036 Pillar 1		Transitioning to a high income economy with Export-led growth underpinned by high levels of productivity, diversified economy, inclusive and sustainable growth									
Thematic Working Area		Sustainable Economic Development									
Strategic Thrust		Promote Innovation									
Key Result Area		Sustainable, Inclusive and Competitive Economy									
Outcome		Competitive and Productive Economy									
Output		Improved Productivity and Competitiveness									
Policy objective		Develop national productivity monitoring and measurement system									
Initiatives	Activities / Programmes	Indicators	Baseline	Target					Key stakeholders	Estimated cost	
				Year 1	Year 2	Year 3	Year 4	Year 5			
Design productivity and competitiveness measurement systems and tools across sectors of the economy	Conduct situational assessment on productivity and competitiveness measurement system	Yearly assessment reports	0	1	1	1	1	1	<ul style="list-style-type: none"> • NPO • Statistics Botswana • NPC • HRDC • Government Ministries • BB 	4,801,250	
	Build capacity for productivity measurement at national and sectoral levels of the economy	Conduct productivity measurement trainings across sectors	Number of sectoral capacity building sessions	0	tbd	tbd	tbd	tbd	tbd		
	Develop standard operation manual for productivity and competitiveness data collection	Number of SOPs	tbd	tbd	tbd	tbd	tbd	tbd			
	Design national productivity information management system	Compliance to system development process	n/a	100%	100%	100%	100%	100%			

OBJECTIVE 5: DEVELOP A PROGRAMME OF PRODUCTIVITY-RELATED AND COMPETITIVENESS RESEARCH

Global sustainable development goals	Responsible Consumption and Production										
Vision 2036 Pillar 1	Transitioning to a high-income economy with Export-led growth underpinned by high levels of productivity, diversified economy, inclusive and sustainable growth										
Thematic Working Area	Sustainable Economic Development										
Strategic Thrust	Promote Innovation										
Key Result Area	Sustainable, Inclusive and Competitive Economy										
Outcome	Competitive and Productive Economy										
Output	Improved Productivity and Competitiveness										
Policy objective	Develop a programme of productivity-related and competitiveness research										
Initiatives	Activities / Programmes	Indicators	Baseline	Target					Key stakeholders	Estimated cost	
				Year 1	Year 2	Year 3	Year 4	Year 5			
Design productivity and competitiveness measurement systems and tools across sectors of the economy	Conduct situational assessment on productivity and competitiveness measurement system	Yearly assessment reports		1	1	1	1	1	1	<ul style="list-style-type: none"> • NPO • Statistics Botswana • NPC • HRDC • Government Ministries • BB 	1,522,000
	Conduct productivity measurement trainings across sectors	Number of sectoral capacity building sessions	tbd	tbd	tbd	tbd	tbd	tbd	tbd		
Build capacity for productivity measurement at national and sectoral levels of the economy	Develop standard operation manual for productivity and competitiveness data collection	Number of SOPs	tbd	tbd	tbd	tbd	tbd	tbd	tbd		
	Design national productivity information management system	Compliance to system development process	n/a	100%	100%	100%	100%	100%	100%		

TOTAL ESTIMATED INVESTMENT REQUIRED

The Strategy and Implementation Plan are meant to operationalise the National Productivity and Competitiveness Policy. As the strategy details the specific objectives and activities to be undertaken, such activities and related initiatives were subjected to the Activity Based Costing method to establish the estimated investment necessary for successful implementation of the Policy. The results of such process yielded the estimates reflected in the table below.

OBJECTIVE	TOTAL ESTIMATED COST					Estimated Total Cost (Pula)
	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	
	1. To improve national productivity and competitiveness levels in all sectors of the economy	1000,000	1300,000	1,200,000	101,200	
2. To promote human capital development on productivity and competitiveness	764,000	919,800	2,102,100	1,478,900	2,233,200	7,498,000
3. To enhance stakeholder collaboration for implementation of productivity and competitiveness	75,000	376,950	426,900	823,450	464,800	1,974,100
4. To develop national productivity and competitiveness monitoring and measurement system	-	78,750	440,000	2,242,500	2,040,000	4,801,250
5. To developing a programme of productivity-related and competitiveness research	-	630,000	319,000	445,000	460,000	2,285,000
GRAND TOTAL ESTIMATED COST OF IMPLEMENTING THE PRODUCTIVITY AND COMPETITIVENESS STRATEGY	1,501,000	2,963,500	4,095,100	5,891,050	6,043,600	21,060,150

