



Republic of Botswana

NATIONAL EMPLOYMENT POLICY FOR BOTSWANA

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FOREWORD

The National Employment Policy for Botswana provides a comprehensive response to the development challenge of unemployment facing the country. It is in line with the transformation agenda as espoused in Vision 2036 and National Development Plan 11 (NDP 11). These national policy documents are aligned to the continental and global development agendas, namely the African Union Agenda 2063 and the United Nations' Agenda 2030 for Sustainable Development. The Policy is intended to inspire and raise national aspirations of achieving high economic and employment growth to meet the needs of Botswana. This is strengthened by building a strong, diversified and competitive economy that will provide adequate and sustainable employment opportunities.

Since NDP 10, the economy has experienced high levels of unemployment, with annual growth rates in employment not exceeding 1.5%, which is below the rate of growth of the labour force. In fact, both Government and the private sector experienced a decrease in growth rates of employment. In 2015, unemployment in the country averaged 17.7% of the labour force, with the majority of the unemployed being the youth (15–29 years), who constituted 62% of the unemployed. This rate continued to rise over the years, and has of late been exacerbated by the effects of COVID-19, reaching 24.5% in the last quarter of 2020 (Quarterly Multi Topic Survey, Quarter 4: 2020). Hence, there was a compelling case for Government to take urgent measures to address the challenge of unemployment. The need to address this challenge was highlighted in NDP 11, whose theme is **"Inclusive Growth for the realisation of Sustainable Employment Creation and Poverty Eradication"**. The development of the National Employment Policy (NEP) is a response to this call. The private sector is expected to lead efforts towards job creation through export-led growth, and the development of value chains, while Government continues to ensure a conducive environment for this growth.

The goal of the NEP is to promote productive, gainful and decent employment for Botswana. This refers to employment that can take Botswana out of poverty; that is, secure and respects fundamental rights of the human person and the worker; and contributes to the reduction of income inequality. This Policy goal would be reinforced by implementation of existing laws and regulations such as the Public Procurement Act and the Economic Inclusion Act, amongst others, which will ensure economic inclusion and meaningful participation of targeted citizens in the development and growth of the economy. In particular, the aim of the Policy is to reduce the unemployment rate to less than ten percent by 2030. Although the problem of unemployment has become much more severe with the advent of COVID -19, achieving this goal is feasible, provided the domestic economy grows between 5.5 percent and 6.0 percent per year on average.

To achieve the goal of productive, gainful and decent employment for Botswana will require additional interventions in the following five strategic focus areas of the Policy:

- i. Strengthening the growth of employment in the private sector;
- ii. Reforming the education and training system;
- iii. Improving the flow of information between job seekers and job openings;
- iv. Strengthening of employment programmes; and
- v. Developing a framework for coherent and coordinated policies with systematic monitoring and evaluation.

Among the specific objectives of the Policy are: creating a favourable environment for employment promotion; establishing a coordination framework for all the key actors in the field of employment creation; promoting skills development and employability, including technical and soft skills; strengthening labour market information systems and employment exchange services; aligning training at institutions with industry needs; as well as promoting self-employment activities and strengthening the capacity of the private sector to create more employment opportunities.

To ensure success, implementation of this Policy must be supported by an appropriate institutional mechanism coordinated at the right level. An effective monitoring and evaluation system is an absolute necessity and has been embedded in the Policy to track the contribution of various programmes and initiatives to the overall Policy goal, and ensure timely response by, either reviewing, redesigning or discontinuation of programmes that do not have impact.

I call upon all key stakeholders to join hands in the implementation of this Policy as we strive towards “Inclusive Growth for the Realization of Sustainable Employment Creation and Poverty Eradication”.

Peggy O. Serame

MINISTER OF FINANCE AND ECONOMIC DEVELOPMENT

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The development of the National Employment Policy has benefitted from valuable inputs of several institutions, which the Ministry of Finance and Economic Development greatly appreciates. First and foremost, the Ministry would like to thank the World Bank and the International Labour Organisation (ILO) for financial and technical assistance extended towards the development of the Policy. The World Bank also undertook a diagnostic study on the country's labour market and produced a document entitled "*Botswana National Employment Policy Development Input Note*". The Note formed the basis for the development of the Policy.

The Ministry would also like to extend its appreciation to other Ministries and Departments, Private Sector, Non-Governmental Organisations and our Development Partners for their guidance during the development of this Policy. Representatives of these organisations attended two stakeholders' workshops, on the conceptualisation and validation of the Policy, and provided valuable inputs and comments which helped to shape the Policy document. Finally, the Ministry would like to thank Statistics Botswana, which provided statistical data for the in-depth diagnostic study undertaken by the World Bank.

ACRONYMS AND ABBREVIATIONS

AFCFTA -- African Continental Free Trade Agreement
AGOA – African Growth and Opportunity Act
BB – Business Botswana
BIDPA – Botswana Institute for Development Policy Analysis
BMC – Botswana Meat Commission
BMTHS – Botswana Multi-Topic Household Survey
BITC – Botswana Investment and Trade Centre
BTV – Botswana Television
CITF – Construction Industry Trust Fund
DD – Demographic Dividend
DWCP- Decent Work Country Programme
ERTP - Economic Recovery and Transformation Plan
ETSSP – Education and Training Sector Strategic Plan
FDI – Foreign Direct Investment
GDP – Growth Domestic Product
GoB – Government of Botswana
GVS - Government Voluntary Scheme
HRDC – Human Resource Development Council
ICT– Information Communications and Technology
ILO – International Labour Organisation
LMIS- Labour Market Information System
LMO – Labour Market Observatory
MoA – Ministry of Agricultural Development and Food Security
MELSD – Ministry of Employment, Labour Productivity and Skills Development
MFED – Ministry of Finance and Economic Development
MITI – Ministry of Investment, Trade and Industry
MLG&RD – Ministry of Local Government and Rural Development

MOBE – Ministry of Basic Education
MOOCS – Massive Open Online Courses
MOTE – Ministry of Tertiary Education, Research, Science, and Technology
MYSC – Ministry of Youth Empowerment, Sport and Culture Development
M & E – Monitoring and Evaluation Framework
NDBC – National Doing Business Committee
NDP 11 – National Development Plan 11
NECC – National Employment Coordinating Council
NIP - National Internship Programme
NMES – National Monitoring and Evaluation System
NEP – National Employment Policy
NPGAD – National Policy on Gender and Development
NSO – National Strategy Office
OP – Office of the President
PPP – Public Private Partnership
QMTS – Quarterly Multi-Topic Survey
SB – Statistics Botswana
SEZs – Special Economic Zones
SEZA - Special Economic Zones Authority
TVET – Technical and Vocational Education Training
VTC – Vocational Training Centre
WB – World Bank
WHO – World Health Organisation
WTO – World Trade Organisation
YDF – Youth Development Fund
YFF – Young Farmers Fund

EXECUTIVE SUMMARY

This National Employment Policy (NEP) is a response to the acute labour market challenges besetting the country, including a high level of unemployment, especially among the youth. Its aim is to reduce the overall unemployment rate to a single digit, which is, from 17.7 percent in 2015 to less than ten percent by 2030. This is possible, provided the country pursues robust, effective strategies to achieve strong, sustained economic growth. Such growth should be led by the private sector and focused on export-oriented sectors of the economy. In this regard, the goal of the Policy is to promote productive, gainful, and decent private sector employment in the country. This will be done by addressing constraints from both the demand and supply sides of the labour market, with a focus on pro-employment investment and enterprise growth, skills development for persons entering or in the workforce as well as harnessing the demographic dividend (taking advantage of the economic benefit arising due to changes in the population structure). Given that the majority of the unemployed are youth, reducing the overall unemployment rate will require a concerted effort to address youth unemployment.

It is worth noting that, during the formulation of the NEP, there was an outbreak of COVID-19 (Coronavirus) in 2019, which was declared a pandemic by the World Health Organisation (WHO) in March, 2020. The outbreak of the COVID-19 pandemic negatively impacted economic growth and creation of jobs globally, regionally and domestically. There were significant disruptions to productive capacity and consequent loss of income in certain key sectors of the economy, including agriculture, mining, trade hotels & restaurants, finance and business services, manufacturing, and transport & communications. The disruptions were mainly due to the lockdowns, movement restrictions and other measures aimed at mitigating the spread of the COVID-19 pandemic, as well as reduced international economic activity.

To mitigate the negative impact of the pandemic on private businesses and firms, the Government of Botswana, in 2020, developed an Economic Recovery and Transformation Plan (ERTP). The objectives of the ERTP are: to support the restoration of economic activity and incomes; to facilitate economic growth and further expansion of productive capacity; to accelerate economic transformation and build the resilience of the economy. In the short-term, the objective is to more quickly restore economic activity and incomes, and also to accommodate the possible risks of prolonged or recurring disease containment measures. In the medium to long-term, the ERTP aims to strengthen the basis for renewed, sustainable growth, and support implementation of the Transformation Agenda towards high-income status, encompassing diversified, inclusive export-led growth, as envisaged in NDP 11 and Vision 2036. In spite of the disruptions due to the COVID-19 pandemic, most of the pre-COVID-19 policy initiatives and imperatives still remain relevant, hence the need to continue to focus on the

development objectives espoused in the country's Vision 2036 and National Development Plan 11 which include, among others, the formulation of the NEP as a vision and a practical plan for achieving the employment objectives of the country.

The NEP will leverage existing policies, strategies, and plans to promote private sector employment generation. It is a cross-cutting policy and therefore, requires effective coordination amongst government agencies and a strong partnership between the Government and the Private Sector as well as Development Partners. The Policy is consistent with the country's Vision 2036, NDP 11, the African Union Agenda 2063, and the United Nations Agenda 2030 for Sustainable Development, and will meaningfully contribute to their achievement.

The Policy is premised on five strategic policy areas, namely: (i) Strengthening the growth of employment in the private sector; (ii) Reforming the education and training system, especially vocational education and training as the country evolves towards a knowledge-based economy; (iii) Improving the flow of information between job seekers and job openings; (iv) Strengthening of employment programmes especially those directed at specific groups and areas with poorer labour market outcomes, in particular the youth, women, and persons living with disabilities as well as persons residing in high-poverty areas; and (v) developing a framework for coherent and coordinated policies with systematic monitoring and evaluation. Specific policy directions are formulated under these five strategic policy focus areas. It therefore addresses the demand for labour (private sector-led growth); the supply of labour (education, training and work ethic); and the functioning of the labour market.

The mechanism for policy coordination and implementation to be set up must closely monitor developments in the labour market, report progress and challenges of any kind at every stage to allow necessary action to be taken in the quickest possible manner.

PART 1

1.1 INTRODUCTION

As a response to continued high and persistent unemployment, especially among youth and women, the Government has developed this National Employment Policy (NEP), which provides a comprehensive framework to deal with this development challenge. Experience shows that a high level of unemployment undermines social stability, confidence and future sustainable economic growth. The level of unemployment in Botswana presents a massive crisis in the making, which requires an equally large and urgent response. NDP 11 recognised as much when it called for *"inclusive growth for the realisation of sustainable employment creation and poverty eradication"*. Specifically, NDP 11 called for the development of a National Employment Policy, hence, this policy document.

The purpose of this NEP is to present considerations and directions for Government in actively promoting employment opportunities in the economy and greater labour market success for its citizens in relation to labour earnings, as well as other desirable employment conditions. The Policy, therefore, is intended to ensure that:

- a) There is productive, gainful and decent employment available for all persons in search of work;
- b) There is free choice of employment and each employee will have all the opportunities for acquiring the necessary skills to undertake the work that suits him/her and use his/her skills and talents;
- c) Employment creation is led by the private sector; and
- d) The role of government is limited to providing public goods, appropriate regulation and removing market distortions.

This Policy is in keeping with the Transformation Agenda that was reinforced in the 2020/21 Budget Speech as well as the Mid Term Review of NDP 11. Export orientation and leveraging of high-productivity sectors to promote economy-wide productivity gains will be crucial in facilitating the much-needed transformation. Achieving successful export-led growth is central to this policy as this has the potential to create large numbers of sustainable jobs relatively quickly, and the potential of additional demand for labour from export production is almost unlimited. Indeed, the fact that economic growth in recent years has been led by the domestic economy rather than by exports is the main reason for the slow growth of employment. In addition, the sectors that are particularly export-focused, for instance, manufacturing and tourism, are relatively labour-intensive, and thus will contribute to a higher employment elasticity.

The Government will continue to implement support mechanisms that are geared towards the growth of the private sector through the provision of a conducive environment for investment, such as the provision of targeted incentives, and the

development of sector strategies. These will support the growth of competitive industries that can increase exports and participation in global value chains; and encourage labour intensive activities. Such interventions should be regularly evaluated in terms of their cost-effectiveness (such as the cost per job created).

This Policy is structured as follows: Part One covers the characteristics of Botswana's labour market, the Policy goal and objectives; and outlines the strategic policy focus areas. Parts Two to Six discuss strategic policy focus areas which form the backbone of the Policy, and Part Seven concludes the document. There is a preliminary Implementation Matrix with specific actions to be undertaken to operationalize the Policy. A detailed implementation plan with costs, will be developed once the structures for implementation have been put in place.

1.2 KEY CHARACTERISTICS OF THE BOTSWANA LABOUR MARKET

One of the main characteristics of the Botswana labour market is a high and persistent level of unemployment, especially among young women and men. According to the 2015/16 Botswana Multi-Topic Household Survey published by Statistics Botswana, the overall rate of unemployment (population aged 15 years and above) was 17.7 percent in 2015, and females had a higher unemployment rate than males.

Employed persons are disproportionately male, non-poor, and non-youth. They are also more educated than the working-age population in general. A high proportion of unemployed individuals were in the age group 20-24 years, which accounted for 35.5 percent of male unemployment and 39.3 percent of female unemployment. Among the unemployed, 40 percent have reached Junior Secondary Education level, while 23 percent attained Senior Secondary Education. Four in every ten youth (aged 15-34 years) are neither in employment, education or training.

The NEP comes at a time when COVID-19 has had devastating effects on the economy in general and employment in particular. On the basis of the Quarterly Multi-Topic Surveys (QMTS), which Statistics Botswana started producing in 2019, the unemployment rate for population aged 15 years and above in Quarter 4 of 2019 was 22.2 percent, rising to 24.5 percent in Quarter 4 of 2020. Females had an unemployment rate of 22.8 percent, higher than males with 21.6 percent in Quarter 4 of 2019, compared to 25.8 percent for females and 23.3 percent for males in Quarter 4 of 2020. The youth unemployment rate (aged between 15-35 years) was 28.8 percent in 2019 Quarter 4 and 32.4 percent in Quarter 4 of 2020.

In addition to the unemployed, defined as actively seeking work, a significant proportion of persons were recorded during the survey to be inactive for various reasons, which resulted in them being classified as discouraged persons. The discouraged persons were disproportionately female, poor, young, rural, and residing outside of Gaborone. They are also less educated than the overall working-age population.

The weak demand for labour has been the central problem, whereby the economy, especially the private sector, has not been generating enough jobs to accommodate all new entrants to the labour market in the recent past. The surplus either remain unemployed, join the ranks of labour market discouraged persons or become inactive. The NEP therefore recognises the need to expand the size of the economy to create more employment opportunities, both in the formal and informal sectors, through the provision of a conducive environment for growth.

Another key characteristic of Botswana's labour market that the country should take advantage of is that the working-age population (ages 15-64), has been growing rapidly in recent decades and is estimated at about 65% of the total population. A significantly large working age provides a country with an opportunity to accelerate socio-economic development, referred to as the Demographic Dividend (DD), which is defined as an economic benefit that arises from the increase in the proportion of the working age population relative to dependent children and elderly adults, as a result of fertility and mortality decline. However, without significant improvements in the labour market for decent jobs in Botswana, the country's ability to achieve its long-term development vision through harnessing the Demographic Dividend will be seriously constrained. Therefore, for Botswana to take advantage of its rapidly growing young labour force and maximise its Demographic Dividend, the country should pursue the following policy options that can help to reform and re-orient the economy towards job creation:

- Diversify economic production to reduce the country's dependence on the mining sector and invest in sectors with high job-multiplier effects such as manufacturing and the services sector.
- Modernise and commercialise the agriculture sector to enhance its capacity to create attractive livelihood opportunities across the value chain.
- Improve the ease of doing business to attract investors and promote the growth of the private sector.
- Promote financial inclusion and access to credit facilities especially for young people and women, with particular focus on empowering young people to expand the services sector through ICT and related innovations.
- Address the infrastructure limitations that hamper economic productivity and services across the country and across borders.

1.3 OVERALL POLICY GOAL AND OBJECTIVES

Policy Goal

The overall policy goal of the NEP is to promote productive, gainful and decent employment for Botswana led by the private sector, in order to contribute to the reduction of income inequality and to support poverty eradication efforts. In particular, the goal is to reduce the unemployment rate to a single digit by 2030. In this regard, the

focus will be on sectors that are export focused as well as employment-intensive in nature such as manufacturing, services and tourism.

Policy Objectives

In terms of the general objective, the NEP will give effect to both Vision 2036 and the current National Development Plan, which have sustainable employment creation at their heart. The objective is to foster the conditions under which all who want to work are able to do so under conditions of productive, gainful and decent employment.

Two fundamental pillars underlie this objective. The first is that the creation of sustainable and decent jobs depends on economic growth, the growth of a healthy, export-oriented private sector, rather than on the public service. The Policy, along with others, therefore needs to address constraints to private-sector growth. The second pillar is to diversify away from dependency on mineral wealth towards becoming a knowledge-based economy, focusing on a number of sectors where economic growth has potential for employment creation. The Policy is intended to assist in this transition.

1.4 PRINCIPLES BEHIND THE POLICY OBJECTIVES

The primary role of the Government in the labour market is to create an enabling environment for private employment creation, especially employment creation that has the highest development payoffs given the circumstances of the country.

To that end, Government policies and interventions will aim to:

- i. Create the conditions for and remove obstacles to employment creation by the private sector.
- ii. Provide public goods such as education and training as well as labour market information.
- iii. Address market failures whether in the labour market or elsewhere.

The approach of the Policy to achieving its objectives has the following features:

- a. *A holistic approach:* Breaking from the mould of what typically appears in a National Employment Policy, the Policy looks at labour market challenges and opportunities from the labour demand side (by discussing strategic directions for improving economic and sectoral competitiveness, productivity, investment, and diversification), the labour supply side (assessment of the country's skills situation), and the link between labour demand and supply (addressing the mismatch between educational outcomes and labour market demand).
- b. *A spotlight on groups that are traditionally disadvantaged in the labour market:* Particular attention is paid to the labour market challenges and opportunities of

women, but also of youth, poor persons and persons with disabilities, in line with the expressed interests and priorities of the Government with respect to equity, poverty reduction, empowerment of women, and economic integration.

- c. *Attention to ingredients for successful policy implementation:* The determination of success in policy design hinges, in part, on successful policy implementation and its impact. Given this, it departs from the contents of traditional policies to discuss ingredients viewed to be critical for effective implementation and impact, namely; monitoring, evaluation, and institutional arrangements for governance, accountability, and execution.

Employment creation stems from enterprises operating in a competitive environment, investing and growing in those activities where natural, comparative and competitive advantages come together. Competitiveness should be the overriding criterion to gauge all Government policies and measures. This question, “will this policy enhance or hinder the country’s competitiveness?” should be applied systematically to all Government decisions and major policy frameworks and systems and procedures in the economic, labour and social areas, from macroeconomic to microeconomic policies such as trade and sectoral policies, skills and labour market policies, will be reviewed in the light of this one central criterion. In this sense, most major policy domains affect employment outcomes. A sustainable, decent job for all who want one is a central priority to the Government’s political objectives and this requires a systematic effort towards coherence across policy spheres.

1.5 A SYSTEMATIC APPROACH WILL BE PURSUED

Botswana has successfully managed its economy in the past through prudent approach to macroeconomic policy. A similar approach must apply to microeconomic reforms to steer economic diversification towards an open and competitive economy. Macroeconomic and microeconomic policies and reforms must be sensitive to the employment situation and ensure that the economy and employment grow together.

Many of the elements of a sound employment policy already exist. These include policies and programmes to promote economic diversification; develop small micro and medium enterprises; cultivate entrepreneurship; enhance the skill base of the country’s workforce through the provision of programmes to train and develop skills for the youth, to mention but a few. However, these policies lack coordination and monitoring. One of the cardinal elements of this Policy is, therefore, to ensure a systematic approach to employment creation in the country, as well as mitigating against one of the problems bedevilling this country, that of lack of implementation of policies and programmes.

1.6 THE STRATEGIC FOCUS AREAS FOR THE NATIONAL EMPLOYMENT POLICY

To achieve the goal of productive, gainful and decent employment for all Batswana, efforts will be focused on addressing/removing constraints in the following five strategic focus areas:-

- a) Strengthening the growth of employment in the private sector;
- b) Reforming the education and training system;
- c) Improving the flow of information between job seekers and job openings;
- d) Strengthening of employment programmes; and
- e) Developing a framework for coherent and coordinated policies with systematic monitoring and evaluation.

A summary of the major elements of these five strategic focus areas is contained in **Box 1** below. These strategic policy focus areas form the backbone of the Policy, and are further developed in **Part 2 to Part 6** of this document.

Box 1: Strategic Focus Areas of the National Employment Policy

1. Strengthening the growth of employment in the private sector:

- i. Promoting local employment through Government procurement activities;
- ii. Promoting a vibrant creative and arts industry in Botswana;
- iii. Harnessing the benefits of the digital transition;
- iv. Creating an enabling environment for private sector employment creation; and
- v. Reforming economic sectors for greater labour demand and better labour outcomes.

2. Reforming the education and training system:

- i. Strengthening education enrolment, completion and quality outcomes;
- ii. Strengthening vocational education and training;
- iii. Introducing a framework agreement for the development of apprenticeships;
- iv. Improving the work ethic and preparing graduates for the changing nature of work; and
- v. Establishing a digital academy and ICT incubation hub.

3. Improving the flow of information between job seekers and job openings:

- i. Strengthening employment exchange services; and
- ii. Revitalising the Labour Market Observatory (LMO).

4. Strengthening of employment programmes:

- i. Evaluating/reviewing the effectiveness of employment programmes;
- ii. Building economic links between social protection and employment;

- iii. Integration of selected groups into the labour market; and
- iv. Pursuing local economic development actions for high unemployment areas.

5. Developing a framework for coherent and coordinated policies with systematic monitoring and evaluation:

- i. Establishing an effective Implementation and Coordination Mechanism;
- ii. Developing a Monitoring and Evaluation Framework for the NEP; and
- iii. Evaluation of employment programmes and services.

PART 2

STRENGTHENING THE GROWTH OF EMPLOYMENT IN THE PRIVATE SECTOR

The demand for labour has been generally weak in Botswana's private sector in the recent past. In 2018, the private sector created just over 2,000 jobs in the formal sector. This is inadequate to absorb new entrants to the labour market in decent, formal-sector jobs. There are many reasons for this, for example, the mining sector generates significant revenues, but its job creation is minimal. To date, there has been insufficient progress in developing non-mining exports. Botswana is a landlocked and vast country with a small population, which results in a small domestic market. These attributes constrain productivity growth, and increase the cost of trade.

Previous and current efforts to address this issue have been many, as indicated by the country's adoption of a roadmap on business reforms aimed at improving the ease of doing business. It seeks to encourage private sector participation through economic diversification and industrial upgrading and modernisation; development of backward and forward linkages; natural resource based industrialisation; service-led industrialisation; regional and global value chains; and an investor-friendly business environment that will make Botswana a preferred location for both domestic and foreign investment, including through the planned special economic zones.

In addition to policy reforms, the Government has established several entities such as the Botswana Investment and Trade Centre (BITC), Local Enterprise Authority (LEA), Special Economic Zones Authority (SEZA) and SPEDU, focused on developing business and improving on the business climate. The successful implementation of this Policy will require a continuous review of the mandates of these entities to ensure that creation of productive, gainful and decent employment remains at the centre of their work. Sustainable growth of the economy and of employment requires a much stronger non-mineral export-oriented private sector to turn Botswana's many natural and comparative advantages into competitive advantages. The policy of economic diversification continues to be focused on those sectors with the greatest employment creation potential. Efforts are underway to identify key bottlenecks and to find remedial measures to enhance, among others, domestic and foreign direct investment, enterprise development, trade facilitation, infrastructure development and access to utilities.

Additional interventions will be undertaken to ensure successful implementation of this Policy, some of which are, in turn, discussed below:

a. Promoting local employment through Government procurement activities

The Government is a major actor in the local economy through purchases in the order of P20 billion per year. Procurement is mostly subject to standard competitive bidding

procedures. In order to use this major tool to promote local employment, the Government will introduce, in selected areas, a local employment promotion condition, whereby private companies bidding for Government procurement will earn additional points depending on the number of sustainable jobs expected to be created by the works. In the same vein, tenders will be crafted, especially as regards infrastructure works, to facilitate submissions from local small and medium enterprises.

b. Promoting a vibrant creative and arts industry in Botswana

Investment in Botswana's creative and arts industry, which has the potential to brand and market Botswana to the region and internationally while creating employment, will be strengthened. Government infrastructure such as Botswana Television (BTV) will be availed for private service; hosting of a series of events such as film week, fashion week, etc. will be promoted; and Botswana's creative and arts industry will also be positioned for the international market. A number of policies and legislation such as the Cinematography Act and Entertainment Legislation will be reviewed in order to create a comparative advantage within the arts and cultural sector. In view of traditional knowledge that Botswana are endowed with, it is important to promote such knowledge to contribute to local economic development, job creation and poverty eradication.

In addition, Government has developed a National Sport and Recreation Policy whose major objective is to commercialise and professionalise sport as one of the key industries that would contribute to economic growth and creation of jobs, especially for the youth. The National Sport and Recreation Policy has nine (9) policy priority areas aimed at transforming sport in the country which include: establishment of a clear, integrated structure for the planning, co-ordination and delivery of sport and recreation opportunities at all levels; improving the facilities for sport and recreation in Botswana; building a national approach to elite athlete development that will increase the standard of performance in sport in Botswana; increasing and sustaining the quality and number of people trained in all aspects of sport; as well as developing a culture of sport in Botswana; amongst others. The Policy also has an aspect of monitoring and evaluation to promote and ensure implementation of the priority areas as well as to measure the contribution of sport and recreation to the attainment of the country's socio-economic and development objectives.

Policy initiatives from the National Sport and Recreation Policy will be implemented with expediency in partnership with the private sector to allow this sector to grow and lure partners for its development and growth, thereby creating employment opportunities for Botswana.

c. Harnessing the benefits of the Fourth Industrial Revolution (4IR)

For Botswana to realise the benefits of the digital transformation and the 4IR, it is imperative that the existing policy, legal and regulatory frameworks should be reviewed

to remove any potential hurdles for adoption and adaptation of these technologies. Strategies should be adopted that will catalyse diffusion and the uptake of these new technologies, transforming how businesses and the Government conduct their respective mandates and how people use the new technologies.

In addition, the Government, in collaboration with the private sector, will lead in the following areas of the digital revolution:

Aggressively develop relevant digital services, including Government On-line services, SMART Agriculture¹ and e-commerce;

- Develop enabling policies and legislation, particularly in relation to the 4IR technologies and Cyber-Security;
- Encourage private employers to invest in their employees' readiness for the 4IR through the Human Resource Development Fund levy programme; and
- Promote financial inclusion and access to credit facilities for young people and women, with particular focus on empowering young people to expand the services sector through ICT and related innovations.

d. Creating an enabling environment for private sector employment creation

Government policies and interventions will aim to set conditions for the private sector to generate sustainable jobs, remove obstacles to creating private sector employment as well as to address labour market imperfections. The NEP therefore, recognises the need to expand the size of the economy to create employment opportunities, both in the formal and informal sectors, through the provision of a conducive environment for growth.

The informal sector provides an avenue to accelerate private sector growth as well as opportunities through which the economy can be diversified. Government has developed a draft Informal Sector Strategy to accelerate the transformation of micro and small enterprises with growth potential from informality to the formal sector of the economy, and to promote their orderly development. Government has also developed an Informal Sector Recovery Plan to address the needs of the sector in the short to medium term, build its resilience and cushion the sector against future shocks in the post-COVID-19 era.

The existing National Doing Business Committee (NDBC) will be strengthened to address regulatory constraints to private investment including foreign direct investment, enterprise development and entrepreneurship. Initiatives to improve the business environment and streamline regulations will support export-led growth. This

¹ Smart Agriculture is an agriculture management concept of using modern technologies to increase the quantity and quality of agricultural products.

will include review of immigration laws, review of citizenship laws, and review of work permit regulations, amongst others. In addition, incentives will be provided to support an outward-oriented private sector to compete in export-oriented sectors of the economy and create the much needed jobs.

Efforts to address the issue of low productivity, especially labour productivity, need to be enhanced, with a renewed approach that addresses the limited impact of past efforts to improve productivity. It is widely acknowledged that sustained long-term economic growth comes from increases in productivity, with many economists arguing that a country's ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker. Vision 2036 echoes this by emphasizing the need to unlock the potential of productivity as a game changer, in particular, with respect to economic growth and employment. In this regard, Botswana needs to urgently introduce new approaches to achieve productivity improvements across the economy, in order to achieve the Vision 2036 goal of attaining high income status. In particular, the development of the National Productivity Improvement Strategy needs to be fast-tracked to provide a focused approach to improving productivity, with specific measures to be undertaken to reap the potential productivity gains inherent in the digital transition. This will improve competitiveness, growth and sustainability of job creation, wealth creation and a high quality of life for citizens.

Effective labour administration contributes to protection of workers' rights, ensures occupational safety and health at the workplace, elimination of child labour, strengthens social dialogue and collective bargaining, and ensures compliance with labour standards, which contributes to labour productivity and competitiveness of enterprises and ultimately to economic growth. Despite efforts to ensure an effective labour administration system, some challenges still persist, including poor working conditions, unfair dismissal, inadequate occupational safety and health, non-compliance with labour standards, ineffective labour/workplace inspection, sexual harassment in the workplace, amongst others. The Government will continue to address these challenges, while ensuring that labour administration and arbitration institutions act in an even-handed manner between employers and employees.

Furthermore, Government is committed to the implementation of the Botswana Decent Work Country Programme (BDWCP) (2020-2024), whose primary goal is to contribute towards the achievement of full and productive employment and decent work for all Botswana. The strategic priorities identified by the programme, namely: Sustainable Employment Creation, particularly for young women and men; Improved Quality Social Protection and Conditions of Work for all; and Effective Labour Market Governance Institutions and Practices, are aligned to the overall policy goals and objectives of the NEP and are also critical to Government's ultimate objectives of reducing income inequality and poverty eradication. Implementation of the specific

interventions identified under the priority areas would need to be fast-tracked to realise the necessary jobs.

e. Reforming economic sectors for greater labour demand and better labour outcomes

i) Agriculture and agribusiness

The key focus is to commercialise and diversify agriculture with a view to developing a viable and economically sustainable agriculture sector which produces for both the domestic and international markets. In this connection, the Government will continue to support the development of the agriculture sector, as part of the implementation of the NEP, by undertaking the following:

- Remove agricultural sector monopolies, such as the beef export monopoly, to promote private sector participation;
- Build the capacity of farmers and extension agents in commodity-based trade, to provide an opportunity for safe trade in beef and beef products;
- Facilitate knowledge dissemination, through agricultural extension agents, promote sustainable agricultural innovations as conservation agriculture, agro-ecology, agroforestry and the development of varieties of crops that are more tolerant to pests, diseases, drought, waterlogging and salinity;
- Review capacity of, and include, private providers of agricultural extension services to complement the public sector;
- Pursue sustainable agricultural growth through the efficient use of land, labour and other inputs based on technological progress, social innovation, and new business models; and
- Ensure that subsidies and other forms of support are focused on commercial rather than subsistence agriculture.

ii) Industry

The current contribution of industry to GDP and its employment potential is indicated by the relatively high average employment-to-output elasticity, particularly in manufacturing Industry in Botswana (comprising mining, construction, electricity and water as well as manufacturing) accounted for 30 percent of total value added and 15 percent of employment in 2017. Mining dominates industry, and accounted for 16 percent of total GDP in 2018. Construction accounted for 6.6 percent of Botswana's GDP and water and electricity, 1.2 percent. Manufacturing accounted for 5 percent of GDP, but grew at less than 2 percent in 2016 and 2017. By comparison, the share of manufacturing in GDP averaged 20 percent in peer (upper-middle-income) countries (World Bank 2015).

Government's efforts to diversify within the mineral sector, such as mineral beneficiation and promotion of exploration of non-diamond minerals, will be intensified to further grow the economy. A diamond beneficiation strategy has been developed, with the aim of increasing Botswana's participation in the diamond value chain. The strategy emphasises creation of a conducive environment for diamond cutting and polishing, trading, jewellery manufacturing and citizen participation through targeted skills development, allocation of highly utilisable goods to the cutting and polishing industry, and facilitation of the jewellery manufacturing industry. Such efforts are expected to influence local demand for polished and rough diamonds, enable the scaling-up of cutting and polishing operations and improve sustainability. The strategy also proposes the strengthening of the Diamond Hub to ensure effective monitoring of diamond beneficiation operations, facilitation of diamond beneficiation research and business development.

Government aims to enhance citizen participation in the diamond industry through other avenues of skills development and mentoring. These include locally established diamond cutting and polishing schools to develop core technical skills, complemented by commercial and business skills. Beneficiation in the diamond industry will not be limited to just cutting and polishing. The Government will in future also encourage downstream industry such as jewellery production. However, this will require critical skills such as design skills, jeweller skills, marketing strategies, and a branding strategy. In addition, an incubator and mentoring programme will be developed to facilitate industry exposure and access to high-quality business courses.

Local content provisions could support local contractors in the construction industry. This will be ensured by regulatory bodies in the construction industry, including the Architects Registration Council, the Engineers Registration Board, and the Quantity Surveyors Registration Council.

Through the Construction Industry Trust Fund (CITF) training programme, the Government will ensure a steady supply of trained personnel and management in a sector that is seeing increased use of environment-friendly technologies (ILO 2019). As with other employment programmes, however, the CITF training programme should be reviewed to ensure trainees are employable – the continued reliance on foreign skills in some areas suggests a potential gap in the supply of local trainees and construction industry demand.

Potential factors in Botswana's low manufacturing output include the decline and contraction of labour-intensive sectors. This is due to limited scale of activities, locational disadvantages (being landlocked and high transport costs), and low relative productivity (World Bank 2015). Textiles and apparel have been the main African Growth and Opportunity Act (AGOA) beneficiary in Botswana, accounting for 90–100 percent of the country's AGOA exports (MITI 2017a). This industry is also among the manufacturing sectors that are facing challenges.

Botswana's manufacturing sector exhibits a high import content reflecting externally sourced inputs. While this is to some extent inevitable in a small economy, it may also indicate potential for value chain development. The Industrial Development Policy for Botswana acknowledges the challenges faced by the country's industrial sector and offers several strategic directions for addressing them (MITI 2014). This is done through implementation of strategic policy thrusts covered under six major headings, namely, Industry Creation and Development; Industry Promotion and Facilitation; Industrialisation and Citizen Economic Empowerment; Development of Infrastructure and Industry Relevant Skills; Private Sector Capacity Development and other Policy Fundamentals. This is supported by the activities of agencies such as the BITC and SEZA, which are promoting domestic and foreign direct investment into manufacturing. This is to be achieved through the provision of targeted fiscal incentives to major manufacturing projects to enhance value addition and competitiveness of their products. Attempts are also being made to diversify manufacturing into other sub-sectors, as seen with the development of the Leather, Dairy and Textile & Clothing strategies, as well as encouragement of mineral beneficiation, given the resources available and the potential to grow and create employment in these sub-sectors.

The Special Economic Zones Policy seeks to address industrial development challenges such as cutting cost of manufacturing enablers, by providing an investor-friendly business environment that will make Botswana a preferred location for both domestic and foreign export focussed investment (MITI 2010b). Of relevance to the NEP is the aim to develop a manufacturing sector with a high demand for labour across the skills distribution.

In 2018, the Human Resource Development Council (HRDC) and World Bank conducted a skills assessment of the sector focusing on key subsectors of the manufacturing sector (World Bank 2018). The study focused on four manufacturing subsectors, namely: beef processing, textiles & clothing, leather, and industrial assembly. In order to develop these subsectors, there will be need to address the current and future skills challenges to ensure that the diversification drive succeeds. The continued improvements in the country's Technical and Vocational Education Training (TVET) system should consider these findings in improving industry links on training programmes provided. The "Fourth Industrial Revolution" or Industry 4.0, which is characterised by the growth in the use of connected autonomous systems in production processes, requires deliberate policy actions by the Government to ensure that Botswana does not fall behind other countries. However, one likely implication of Industry 4.0 is employment polarization, which is due to the growing demand for cognitive and non-routine occupations at the expense of manual and routine tasks, which are typically done by low skilled workers. These changes require an education and training system that prepares individuals for cognitive, non-routine occupations.

Successful implementation of the Industrial Development Policy is recognised as one of the means to achieve the goals of the NEP. Table 1 summarises some of the key elements of the policy and their implications on national employment.

Table 1. Industrial Development Policy and implications for a National Employment Policy

Strategic thrust	Contribution to employment creation and poverty reduction
Industrial diversification	<ul style="list-style-type: none"> • Resource-based (agro- and mineral-based) manufacturing. • Low-technology manufacturing (textiles, clothing, footwear) for small and medium-size enterprises. • Medium-technology, medium-skill manufacturing (automotive, engineering). • High-technology manufacturing in special economic zones and large enterprises.
Industrial upgrading and modernisation	<ul style="list-style-type: none"> • Product upgrading, process upgrading, and functional upgrading at the enterprise level as well as capacity building of industrial support institutions.
Development of backward and forward linkages	<ul style="list-style-type: none"> • Promoting and facilitating the development of clusters in diamonds, beef, tourism, mining, financial services, and health services.
Natural-resource-based industrialisation	<ul style="list-style-type: none"> • Ensuring that relevant learning from the experience of successful resource-based economies around the world is benchmarked, customized, and adapted to suit Botswana.
Service-led industrialization	<ul style="list-style-type: none"> • Creating a conducive environment for the development of the services sector, attracting both domestic and foreign investors into the sector, and liberalizing strategic service sectors with strong export potential. • Putting in place essential inputs for a service-led growth economy—strong telecommunications (telephone and internet); advanced education (secondary and higher); aviation (deregulation and competition in air transport); and connectivity.
Regional and global value chains	<ul style="list-style-type: none"> • Using the Government's position in the Southern African Customs Union and Southern African Development Community to negotiate favourable conditions for Botswana's industries to invest in the region.

Source: MITI (2014).

In the context of the implementation of the NEP, the Government will continue to support on-going policy actions in industry by promoting or undertaking the following:

- Diversify economic production to minimise the country's over-dependence on the mining sector and invest in sectors with high job-multiplier effects such as manufacturing and the services sector;
- Provide an investor-friendly business environment that will make Botswana a preferred location for both domestic and foreign investment, including through the planned special economic zones;
- Enhance citizen participation in the diamond industry through skills development and mentoring, such as through local diamond cutting and polishing schools to develop core technical skills complemented by commercial and business skills;
- Improve efficiency of one-stop services under the Botswana One Stop Service Centre, including permit processing for foreign workers at all special economic zones;
- Complement the services provided by the Botswana One Stop Service Centre (BOSSC) with information on labour market conditions linked to the Labour Market Observatory;
- Create industry-specific critical occupations lists using employer surveys in priority sectors;
- Ensure the supply of trained personnel in the construction and manufacturing (beef processing, textile and clothing, leather industry, and industrial assembly) industries;
- Change the structure of government procurement incentives to reward export production of goods and services;
- Improve national and regional trade facilitation to support integration into regional and global value chains;
- Implement cluster specific investment incentives.

iii) Services

Three quarters of employed Botswana are engaged in services activities including wholesale & retail trade, public administration, and education, among other subsectors. Analysis shows that the services sector exhibits a strong and positive relationship between employment growth and value-added growth. Although services are the largest contributor to output and employment in Botswana, much of this is focused on non-tradeable activities. Hence, it is critical to promote the export of services, which has been identified as a key challenge by Vision 2036. Development of economic hubs are, therefore, intended to promote services as one of the country's exports to the region.

- *Tourism Activities*

Tourism is also an important sector for employment creation. It has historically been very dependent on foreign direct investment, although citizen-owned companies now account for half of tourism establishments. Botswana's tourism built its success around low-volume, high-value, nature-based tourism in national parks and game reserves in the north of the country. But this positioning, combined with fragile ecosystems restricts its expansion. The need for diversification outside of the UNESCO-listed Okavango Delta and Chobe areas is well understood².

A new Tourism Policy has been developed to position Botswana as a tourist destination of choice by the year 2030 and beyond. This is intended to elevate the recognition of tourism as a priority growth area in Botswana and to aggressively develop and promote the sector. Botswana will be globally renowned as the most authentic and exciting wilderness in the world offering unparalleled nature, heritage and local lifestyle experiences in a safe and easily accessible environment. The tourism industry will be diversified to provide economic growth and employment opportunities for local communities, as well as empower them to participate and benefit meaningfully from the industry.

The Tourism Policy has interventions that include Product Development and Diversification, Marketing and Promotion, Investment and Business Development, Research and Information Management, Planning and Coordination, Citizen Ownership and Community Participation, Proper management of the country's Environment Resource Base, Management and Development of Protected Areas, as well as Training and Education, among others. The NEP advocates that these policy interventions be fast-tracked for implementation.

- *Information Communication and Technology (ICT)*

While ICT currently accounts for just 3 percent of services sector employment, the sector has spill-overs to the broader economy, as it provides key infrastructure and facilitates improved efficiency and productivity. The country has made substantial investments in developing its information communication and technology (ICT) network. These efforts are part of the Broadband Strategy to enable and facilitate services, applications, and content, all of which are critical to the digital economy. Challenges identified in NDP 11 include the comparatively high cost of ICT services, slow implementation of e-government programmes, and limited participation of citizens in the sector (MFED 2016).

Among the human resource strategies identified for implementation in NDP 11 include training ICT personnel, as a priority, both for enhancing the sector's contribution to

² World Bank. 2019b. "Rapid Evaluation Report of the Tourism Policy of 1990 and related tourism strategies: Optimizing Botswana's Tourism Sector". March 2019 Final Report. World Bank Group.

economic and export diversification, and for creating high-quality jobs (MFED 2016). Research suggests that improvements are needed in the supply of ICT technicians (e.g. installation and/or maintenance workers); research assistants; mid-level ICT staff (e.g. web and content designers); business management and business financing experts and ICT experts (e.g. systems designers, software engineers).

- *Health Services*

Botswana continues to explore the potential of its health sector, with a view to developing it as a healthcare hub for neighbouring countries and to provide treatment service models that are aligned with the specific conditions of African countries. Medical tourism can create employment and contribute to health workforce retention.

Key professions required to promote the health and medical services sector include nurse assistants, radiology assistants, lab technicians, medical specialists and hospital/business managers, among others. As digital innovations facilitate increased patient data collection, there will be a growing need for analysts and data scientists to help collect, analyse, interpret and monitor large volumes of high-frequency data. Public and private training providers would need to be aligned to these emerging employment opportunities, as part of the implementation of the NEP. Development of international health services will need to be supported by an open and liberal immigration policy including patients, investors and skilled workers.

- *Wholesale and Retail Trade*

The wholesale & retail trade sector accounts for 19 percent of all services sector employment. The share is greater among youth (22 percent) and urban residents (23 percent). While the sector is mostly focused on the domestic economies, it does contain some export components, such as diamond trading. There is sign for growth in the development of online trading platform.

The Government will support small online retail businesses through an online one-stop window for all documentation specific to the nature of their business. Furthermore, it will provide training to small retailers on modern methods to increase sales. Training, for example, can include predictive analytics software and other productivity enhancing modules that can lead to participants hiring more workers.

Given the wholesale & retail trade sector's potential to create jobs, the Government will ensure that, as part of implementation of the NEP, this sector will be accorded priority by positioning it to take advantage of the implementation of the global value chain strategy for the country. Already, the performance of downstream diamond industries has demonstrated the potential of the sector for growth and employment creation.

- *Financial and Business Services*

The financial sector comprises a set of institutions and markets including banks, insurance companies, investment funds, stock exchanges and development finance institutions and offers an opportunity for modern services employment by building on the country's macroeconomic stability. Business services include a broad range of professional administrative services (e.g. Engineering and Consultancy services).

There is need to diversify Financial and Business Services to include a broader range of institutions and services. These can accommodate improved financial inclusion at one extreme, and internationally oriented finance and business services at the other extreme. To promote exports of services especially business services such as engineering and consultancies, the Government will ensure that standards set for professional services match or exceed international standards.

- *Research and Development (R&D)*

As with ICT, the research and development (R&D) sub-sector is a key enabler for other sectors, while also offering an opportunity for high skilled employment. Promoting a knowledge-driven economy will require building a stronger research and development ecosystem in Botswana. NDP 11 calls for the development of a strategy to increase investment in quality research activities and to direct those research activities toward meeting the needs of the economy and industry. R&D is also a key component of the process of discovering new growth engines in a country that is seeking to diversify its economic base.

Summary

As the Government continues to develop sectoral development policies and strategies, there should be a deliberate effort to ensure that such instruments are employment centric. In other words, these should make explicit how they complement the NEP. To strengthen employment in Botswana's services subsectors, Government will undertake the following measures/actions, as part of the implementation of the Policy:

- a. Support the continued liberalisation of skies and fair competition in air transport;
- b. Ensure the supply of skilled staff in the tourism sector, especially at the managerial level;
- c. Promote heritage and nature-based tourism;
- d. Continue efforts under the Broadband Strategy to enable and facilitate services, applications, and content, all of which are critical to the digital economy;
- e. Position the Botswana Innovation Hub as an investment destination, equipped with shared facilities to encourage collaborative Research & Development.

- f. Support small online retail businesses through an online one-stop window for all documentation specific to the nature of their business;
- g. Provide training to small retailers on modern methods to increase sales;
- h. Strengthen the links between industry and academia within the country, and with innovative counterparts in other countries; and
- i. Encourage a culture of research and innovation through the innovation hub under operationalisation.

PART 3

REFORMING THE EDUCATION AND TRAINING SYSTEM

The Government has started the implementation of an outcome-based curriculum through the Education and Training Sector Strategic Plan (ETSSP). This includes a large-scale in-service teacher training and support programme to make teaching student-centric, and the introduction of a planned vocational education pathway in senior secondary education. Thus, the school system would offer an option between an academically oriented senior secondary stream and a labour market oriented senior secondary stream. It is expected that this revised academic curriculum will not only produce graduates with skills to operate in the 21st century, but also address one of the challenges of the country's labour market of skills mismatch, which has also contributed to unemployment.

The high rate of return to tertiary education relative to primary and secondary education indicates, among other things, that primary and secondary education are not delivering the skills needed as a foundation for employability. Furthermore, Botswana's score in the World Bank's Human Capital Index (HCI) (0.42) is driven in part by the gap between actual years of schooling (8.4) and learning-adjusted years of schooling (5.3), (World Bank 2018). This underscores the need to emphasize the quality of education.

Botswana needs to be encouraged to engage in continuous learning, especially the youth, by availing themselves for online education or massive open online courses (MOOCs). Continuous learning improves one's qualifications and skills, and hence, increases the person's chance to be productive. The design and delivery of education/training programmes and services need to be tailored and made sufficiently flexible to allow for easy entry, retention or midstream re-entry, completion, and otherwise successful participation. In the end, education is central in employment creation, as it can contribute directly to employment creation (provision of education services), and indirectly by empowering the labour force with the appropriate skills to create jobs for themselves and others, or be employed as workers.

Through the Human Resource Development Council (HRDC), the Government has been making efforts to reform the education and training system of this country to align it with the industry needs. To this end, HRDC has established industry skills committees for all important industries, sectors, and clusters identified in NDP 11. Investment plans are considered in order to calibrate the skills requirements of the industry. The skills curricula are jointly reviewed and agreed with private sector-specific enterprises. For example, a catering training programme run by the Ministry of Youth Empowerment, Sport and Culture Development (MYSC) is in direct support of the emphasis given to tourism in NDP 11.

In the context of the implementation of this Policy, the following specific interventions will be pursued to strengthen education, especially vocational education and training:

a. Strengthening education enrolment, completion and quality outcomes

The Government is already implementing a major reform to its basic education outcomes in order to strengthen enrolment, completion rates and improve quality standards. Educational reform is underway in the country and needs to be fully supported and funded. The reforms outlined in the Education and Training Sector Strategic Plan will be implemented without further delay. The quality of basic education as well as enrolment rates at all levels should be raised significantly. This reflects the importance of the educational foundations at pre-primary and primary levels in providing the basis for more advanced education at a later stage. Without basic literacy and numeracy, further training will be ineffective. The goal is to achieve universal enrolment at junior secondary and to significantly raise the enrolment in senior secondary based on the proposed pathways. Urgent measures will be introduced to reduce significantly the high drop-out rates. When youth leave school too early, they seriously jeopardise future entry into employment.

b. Strengthening vocational education and training

There is need to transform Technical and Vocational Education Training (TVET). A successful Policy will require a higher quality vocational education and training system, enrolling an expanded volume of students. Investment and effort will be needed in physical infrastructure, aligning the curriculum with the latest technologies in curricula development and, in changing the negative image of vocational education and training, especially among the youth. This requires massive rebranding and quality improvement of TVET to make it a rewarding skills development mechanism for securing sustainable livelihoods.

Building on evidence from tracer studies, the effectiveness of the Brigades programme, which operates in parallel with Vocational Training Centres, will be improved. In this regard, provision of education through Brigades and Vocational Training Centres including pre-schools will be privatised. In addition, citizen participation will be enhanced in diamond cutting and polishing through skills development at locally established private diamond cutting and polishing schools to develop core technical skills, complemented by commercial and business skills.

c. Introducing a framework agreement for the development of apprenticeships

A framework agreement will be negotiated between industry representatives, private vocational training providers and the Government as well as NGO's to define the terms of developing curricula adapted to the needs of each industry and sectors and the terms

of dual learning combining apprenticeships in enterprises and class-room learning. Building on existing research, there is a need to redefine the existing apprenticeship programme to include specific modules on entrepreneurship, soft skills, and core literacy, numeracy, and communication skills.

d. Improving the work ethic and preparing graduates for the changing nature of work

The Policy advocates for positioning the education and training system to prepare individuals for cognitive, non-automatable occupations, in line with the changing nature of work. The links between local industry and academia will be strengthened with a view to aligning skills with industry needs. This will ensure that training institutions are providing training that is relevant to industry needs. This calls for partnership with the private sector in curricula development and reviews to address the skills mismatch between education training and the labour market needs. In addition, the focus will be on increasing the relevance of cognitive and technical skills, equipping students/graduates with soft skills that employers need and the ability to have flexibility to retrain as new opportunities emerge. This includes basic attributes such as reliability, punctuality, communication, team work, flexibility and problem solving capability. Further, a culture of research and innovation will be strengthened, going forward.

e. Establishing a digital academy and ICT incubation hub

In order to promote employment opportunities in the digital economy, the Government will facilitate establishment of a digital academy and ICT incubation hub that will provide a series of support facilities for young entrepreneurs willing to learn about digital technologies, to experiment on the fabrication of digital products and services, and to foster potential start-ups in this growing industry. The academy and ICT incubation hub will also attract potential investors wanting to explore opportunities and new ideas in digital developments.

PART 4

IMPROVING THE FLOW OF INFORMATION BETWEEN JOB SEEKERS AND JOB OPENINGS

Among the efforts to improve on the flow of information between job seekers and job openings, the Government established the Labour Market Observatory (LMO) and Labour Market Information System (LMIS), although neither is fully functional. There are private employment agencies, but they cannot fulfil a comprehensive public service function. What is lacking is the construction of a formal labour market exchange, bringing job seekers and job openings together.

Sometimes it is lack of information of where to look for a job or how to look for one that leads to labour market discouragement and slows labour market mobility. The current “labour market intermediation” system takes several forms, including kinship ties or simple personal interactions.

As part of the implementation of the NEP, the Government will consider further interventions, as discussed below, to improve on the labour market exchanges.

a. Strengthening employment exchange services

Several employment exchange services are currently in operation. However, the services are little known and their coverage is limited. The development of more formal institutions of intermediation such as establishment of employment exchange services and the use of mobile digital technologies will be promoted. These services will be strengthened and expanded through private initiatives. Electronic registration of job seekers and job openings will be strengthened through information campaigns. Employment search and skills development counselling services will also be provided to registered job seekers through private initiatives. Mobile digital technologies through private initiatives will be used to provide regular, reliable, and relevant information to job seekers and employers in order to facilitate connections between the two parties.

b. Revitalising the Labour Market Observatory

Botswana’s LMO is a step towards an integrated LMIS. The LMO will address, amongst others, challenges occasioned by skills mismatch and unemployment through monitoring labour market patterns and trends, guiding skills development and providing policy advice on issues of employment. The completion of the LMIS will be fast-tracked to provide access to information on labour, education and training from the different sources locally and internationally. Implementation of the LMO will be done through a public-private partnership (PPP) approach with a private employment agency and data and analytics provider.

PART 5

STRENGTHENING OF EMPLOYMENT PROGRAMMES

Botswana has several employment programmes and services aimed at creating jobs and job opportunities. Some of these programmes mainly help citizens to acquire labour skills, labour market experience, and business knowledge. Furthermore, specific programmes have been put in place mainly for helping the youth to be employable. These include the Youth Development Fund (YDF), the National Internship Programme (NIP) and Government Voluntary Scheme (GVS). The effectiveness of all existing employment programmes will be undertaken as part of the implementation of this Policy. Further actions will be undertaken to upscale delivery on initiatives with opportunities for employment.

a. Evaluating/reviewing the effectiveness of employment programmes

As an immediate step and to remedy the lack of information on the effectiveness of these programmes (YDF, GVS, NIP) relative to their performance and international best practice benchmarks, these programmes will be subjected to a thorough and independent evaluation. In the light of these evaluations, the programmes will be reformed, redesigned, merged or closed. The objective is, through such programmes, to reach youth across the three main areas in which these programmes are active, namely; vocational training, entrepreneurship development, and support to smallholder agriculture and cattle breeding. In addition, the programmes should be designed in such a way that they will reach individuals while they are still students in private and public education and training institutions, to provide them with the needed labour market information, intermediation, and counselling services at an early age.

b. Building economic links between social protection and employment

The Government is committed to a comprehensive, well-coordinated, and sustainable social protection system for its citizens as part of its inclusive development agenda, as expressed in NDP 11 and Vision 2036, and elaborated in the draft National Social Protection Framework. Botswana has 13 main social assistance programmes, most of which are administered by the Ministry of Local Government and Rural Development.

To ensure the effectiveness of social protection and employment programmes and services, public policies and frameworks for social protection and employment should be such that admission into social protection programmes for able bodied/working age individuals will be a last resort and temporary. Once fully operational, the Single Social Registry, as one of the flagship projects in NDP 11, will be an important tool to contribute to improved coordination and efficiency in the social protection system. Additionally, there is need for clear graduation /exit by beneficiaries who attain certain economic status.

In recognition of the complementarity between employment and social welfare programmes, the NEP advocates for the building of a strong coordination in the implementation of these programmes through the following steps:

- Ensuring a strong partnership between the Ministries and Agencies responsible for employment programmes and services and those responsible for social protection programmes;
- Considering the use of social protection programme infrastructure (including the social registry and a unified system wide targeting mechanism) to identify socio-economically disadvantaged households and individuals for employment programmes and services. Linking, or mutually sharing access to, social protection and employment programme infrastructure to generate implementation efficiencies and cost savings;
- Designing social protection programmes to enable and enhance mechanisms that generate positive labour market effects, while controlling those that generate downside risks or negative labour market effects;
- Including a systematic assessment of the labour market fitness and preferences of prospective beneficiaries in the screening process for entry and exit in social protection programmes;
- Assisting social protection programme beneficiaries in connecting to suitable employment programs and services or to private employment opportunities; and
- Designing social protection programmes so that: (i) they can withstand a negative, widespread natural, economic, or social shock and continue to operate; and (ii) they can help households manage the effects of the shock, in order to prevent a possible labour market disruption or labour dislocation.

c. Integration of selected groups into the labour market

Labour market circumstances and outcomes for selected population groups; youth, women, and persons with disabilities require initiatives to enable their successful labour market integration. Available evidence indicates that these groups have poorer labour outcomes than the overall population. And within these groups, those who are poor or live in rural areas may have even greater shortfalls in labour outcomes than their wealthier or urban counterparts.

Several national plans and policies reflect the importance of effectively addressing the socioeconomic challenges faced by these groups and improving economic opportunities for them. These include the National Development Plan 11 and Vision 2036 as well as the Revised National Policy on Disability, the National Policy on Gender and Development (NPGAD) 2015, and the Revised National Youth Policy 2010, to mention but a few.

i. *Youth*

As to young men and women, Botswana's overall employment rate for ages 15–24 years (the standard international definition of youth) was estimated at 29 percent in 2017, compared to 39 percent for upper-middle-income countries and 42 percent for Sub-Saharan African countries. At the same time, the proportion of youth not in employment, education or training (NEET) is high, particularly for females. In the 18 - 24 age cohort, the proportion of females NEET was almost 50 percent.

The country has several public policies and programmes aimed explicitly or implicitly at addressing the labour challenges of young men and women, across the skills distribution. The National Youth Action Plan 2010-2016, a framework for implementing the Revised National Youth Policy 2010, identifies the youth employment challenge as a multifaceted one, necessitating a holistic strategy that encompasses labour supply, labour demand, and the link between these two sides of the labour market. The Plan also aims to mobilise the interests and efforts of multiple actors, including various Government Ministries and Agencies, non-governmental organisations, community-based organisations, religious organisations, and the private sector.

In addition, Botswana has several employment programmes and services that are either explicitly targeted at youth or have considerable participation by youth. Most of these programmes are administered by the Ministry of Agricultural Development and Food Security; Ministry of Employment, Labour Productivity, and Skills Development; Ministry of Investment, Trade and Industry; as well as the Ministry of Youth, Sport, and Culture Development. These programmes mainly help youth acquire labour skills, labour market experience, and business knowledge, capital, and other inputs.

In order to improve efficacy of these programmes in promoting productive, gainful, and decent employment for the youth, the NEP proposes the following:

- Further streamlining of the portfolio of youth employment programmes;
- Enhance the coherence and complementarity between youth employment programmes, and improve the effectiveness, efficiency, and equity effects of the programmes by rigorously evaluating the programmes;
- Review the eligibility for accessing the Youth Development Fund by requiring prospective beneficiaries to have received training in basic project management, entrepreneurship awareness and development as a pre-condition for funding;
- Develop a focus in the Youth Development Fund, with more emphasis on financing youth cooperatives and consortia in sectors with potential for success;
- Provide facilitation and support to assist prospective beneficiaries of the Young Farmers Fund in developing a business plan and a risk assessment;

- Provide information, facilitation, and support to young farmers to connect to agricultural value chains, meet product standards, and sell products in domestic and international markets;
- Offer a suite of interventions, which include labour, socio-emotional, and life skill training; knowledge, capital, and other inputs for starting and running a business activity. In addition, the youth should be provided with intermediation and counselling services to ensure success in searching for, securing, and performing on the job, either through a single multi-component programme, or through multiple, distinct programmes that are well coordinated;
- Design programmes and services to reach individuals, while they are still students in private and public education and training institutions, to provide them with needed labour market information, intermediation, and counselling services;
- Develop programmes to facilitate the transition of youth into wage employment by introducing wage support for private employers in prioritised sectors and areas in Botswana with low youth employment rates; and
- Encourage private employers to use the Human Resource Development Fund under Human Resource Development Council to claim graduate trainee-related costs to upscale on the job training.
- Identify strategies that aim to develop young sport-persons in and out of school and throughout a system of progression over time to become outstanding international sport persons.
- Provide opportunities for persons with talent to excel in their chosen sport disciplines as a means of self-fulfillment and promotion of national image.

The youth will also be encouraged to establish construction companies and register them with the District Councils where they reside. These youth-managed enterprises will be awarded maintenance works of public facilities at district level on a rotational basis amongst themselves. This will be done following procurement procedures that include requirements for technical capability and competitive pricing.

ii. *Women*

A basic profile of women's engagement in the labour market shows that their labour market attachment and success are weaker than those of men, as measured by several employment indicators. In 2015/16 women's overall employment rate stood at 49 percent, 9 percentage points lower than for men. Women's overall unemployment rate was 19 percent, compared with 17 percent for men. The overall rate of labour market discouragement is also slightly higher for women (11 percent) than for men (10 percent).

To increase female economic participation, women should be directed towards where productive and remunerative wage and self-employment opportunities are expected to

expand. In addition, employment growth poles and centres will be deliberately shaped to be conducive to women's participation and in ways that can produce virtuous cycles in which women's participation can create more opportunities for them.

In order to improve efficacy of these programmes in promoting productive, gainful, and decent employment for women, the NEP proposes the following:

- Support legal reforms aimed at improving labour outcomes for women, specifically related to paid parental leave, equal pay for equal work, non-discrimination in employment based on gender, and anti-sexual harassment in the workplace;
- Prioritize the development of cultural tourism (complementing wildlife tourism), financial services, agro-processing, and agricultural value chains more generally as sources of employment for women;
- Target construction trades and jobs that may present lower psychological or perceived hurdles to women's participation as a source of employment for women; tailor and make flexible the design and delivery of employment programmes and services for entry, retention or midstream re-entry, completion, and otherwise successful participation;
- Ensure that employment programmes and services are sensitive to women's domestic and child care responsibilities and social norms and expectations, through customized and intensive outreach, information, counselling, referral, and overall case management; and
- Design social safety net programmes to promote women's economic participation and improve the profiling and referral of female beneficiaries to employment programmes and services.

iii. *People with Disabilities*

Botswana has ratified the United Nations Convention on the Rights of People with Disabilities (PWDs) and this is a significant step towards the integration of PWDs into the mainstream society. In addition, the Government has developed the Revised National Disability Policy (2021). The Policy commits to promoting equality, mainstreaming disability and removing barriers to the inclusion of PWDs in all sectors. It also creates an enabling environment for PWDs to reach their maximum potential in both their public and private lives. The Revised National Disability Policy has seven (7) strategic policy areas which form the backbone of the Policy and they include: prevention and response to disability; participation in cultural life, recreation, leisure and sport activities; inclusive development; as well as improved economic status, amongst others. The Policy has a monitoring and reporting mechanism to enhance the implementation and monitoring of disability issues in Botswana.

In order to improve efficacy of the employment programmes in promoting productive, gainful, and decent employment for people with disabilities, the NEP proposes the following:

- Amend Botswana's Employment Act (1982) and Building Control Act (1960) to include provisions for individuals with disabilities;
- Introduce a robust formal disability assessment/certification system;
- Support the establishment of employment service agencies run by individuals with disabilities;
- Provide for disability management programmes, comprising case management, workplace accommodation, education of work supervisors, and early return to work with appropriate support;
- Provide for supportive employment programmes, which include employment coaching, specialised labour skill training, individually tailored supervision and transportation;
- Ensure disability data and statistics are comparable across data sources and systems within the country and, to the extent possible, based on international standards; and
- Disaggregate reports of labour market statistics, including on beneficiaries of employment programmes and services, by disability status.

d. Pursuing local economic development actions for high unemployment areas

The focus will be on up-scaling, deepening and rolling out the Local Economic Development process to all districts especially those with high unemployment rates. This will assist in empowering Local Governments to engage the private sector/business sector to avoid expenditure leaks and retain financial resources in their localities, thereby creating more job opportunities in the Districts. In addition, the National Policy for Rural Development will be reviewed to identify rural development challenges and articulate how Botswana's rural areas can be equipped to mitigate development challenges and harness emerging economic opportunities including job opportunities.

PART 6

DEVELOPING A FRAMEWORK FOR COHERENT AND COORDINATED POLICIES WITH SYSTEMATIC MONITORING AND EVALUATION

As a country, Botswana has been commended for formulating good policies. However, part of the problem of implementation of good policy in Botswana has been a failure to coordinate, monitor and evaluate expected results from policy initiatives. Good policies with weak coordination mechanisms and are neither monitored nor evaluated may turn out not to be the best policies and thus, require to be revised or to be discontinued altogether. It is against this backdrop that coordination, monitoring and evaluation constitute the core governance objectives of the NEP.

This section discusses potential key ingredients for successful policy implementation; monitoring, evaluation, and institutional arrangements for implementing a macro-micro and multi-sectoral policy such as the NEP. Integrating these aspects into the Policy, not just into downstream frameworks or plans, would provide a strong signal of their importance in policy implementation.

a. Establishing an effective Implementation and Coordination Mechanism

The cross-cutting nature of this Policy as well as persistent unemployment in the country make coordination a critical aspect in its implementation. The coordination structure must not only be effective, but must also appropriately illuminate the employment dimensions and complementarities of the different policies implemented by various ministries and agencies, as well as ensure policy coherence and synergies in achieving the objectives of the NEP. Furthermore, there will be need for collaboration and partnerships among the different Ministries and Agencies administering various employment promotion programmes to ensure efficiency in promoting employment and the actual delivery of the jobs.

A strong coordination mechanism is, therefore, envisaged for this Policy. The coordination structure must be supervised at a high level to legitimize and prioritize the urgent need for inclusive, sustainable employment creation that seeks to meaningfully contribute to the reduction of income inequality and poverty eradication in the country. In this context, a Cabinet Committee on Employment, chaired by His Honour, the Vice President will be established, comprising of Ministers of Employment, Labour Productivity and Skills Development (MELSD); Basic Education (MoBE); Finance and Economic Development (MFED); Investment Trade and Industry (MITI); Youth, Sport and Culture Development (MYSC); Local Government and Rural Development (MLGRD); Tertiary Education, Research, Science and Technology (MOTE); Agriculture Development and Food Security; and Transport and Communications (MTC), as key players.

A National Employment Coordinating Council (NECC) will also be established under the leadership of the Minister for Employment, Labour Productivity and Skills Development. Its membership will be drawn from the government, private sector and civil society organizations to provide policy oversight and to coordinate all employment related matters. The NECC will report to the Cabinet Committee on Employment.

As a custodian of the NEP, and the Ministry that will be responsible for coordinating implementation of the Policy, MELSD will establish a Secretariat to support the work of the Council in coordinating implementation of the Policy and will be responsible for putting in place, a comprehensive accountability system for the Policy. The system will, among others, encompass an implementation plan with a set of employment targets and outcomes to be achieved as well as specific labour force related indicators to measure progress towards the set targets.

b. Developing a Monitoring and Evaluation Framework for the NEP

The different components of the NEP will be subjected to rigorous monitoring and evaluation in order to track progress towards achieving the set targets as well as assess the relevance, efficiency and effectiveness of several interventions put in place to meet the objectives of the Policy. This will be undertaken at various levels and through the collaboration of Government, private sector, NGOs and civil society organisations.

A dedicated Monitoring and Evaluation (M&E) Framework for the NEP will be developed and institutionalized within MELSD. The effectiveness of the M&E system will be enhanced by the labour market information system managed by the Labour Market Observatory and various other agencies responsible for various aspects of the NEP. Through the Secretariat, regular reports on progress and remedial action needed will be produced and submitted to the NECC for necessary advice and guidance. Major Policy reviews/evaluations will also be undertaken every five years by an independent agency to assess impact of policies and programmes on employment and to ensure alignment with new developments.

The capacity of Statistics Botswana would need to be strengthened to enable the organization to produce comprehensive and timely labour force statistics (as part of the LMIS) much more frequently than is currently the case in order to facilitate monitoring, evaluation and reporting on employment. The National Strategy Office will continue to take responsibility for monitoring high level key performance indicators in relation to employment.

c. Evaluation of employment programmes and services

Employment programmes and services implemented have not been previously evaluated to assess their effects on labour outcomes of interest such as employment, earnings, working conditions, revenues, profits, workforce size, productivity, and longevity for

enterprises. Thus, information is lacking for Government decisions on which programmes to retain, which ones to scale up, and which ones to reform for greater potential impact. As part of the implementation of the Policy, there is need to address this critical policy knowledge gap by ensuring that employment programmes and services are subjected to rigorous evaluation.

PART 7

CONCLUSION

The high and persistent level of unemployment in Botswana, especially among the youth, requires a well-designed and well-implemented response. The primary purpose of the National Employment Policy is to present considerations and direction to the Government, the private sector and other partners in promoting productive, gainful, and decent private sector employment through initiatives aimed at strengthening both labour supply and labour demand. The high level of unemployment constitutes a considerable waste of the country's most valuable assets: its people, their potential and aspirations. Botswana is at an advanced stage of demographic transition. Therefore, for the country to harness the demographic dividend and take advantage of its open demographic window of opportunity to advance socio-economic progress, it needs to prioritise interventions that will reform and re-orient the economy towards private sector-led job creation, ensure effective investment in education and skills development and address the unmet need for sustainable job opportunities.

This Policy is in keeping with the Transformation Agenda that was reinforced at the tabling of the 2020/21 Budget Speech as well as the Mid Term Review of National Development Plan 11. Export orientation and leveraging of high-productivity sectors to promote economy-wide productivity gains will be crucial in facilitating the much needed transformation. Achieving export-led growth is central to this policy since successful export-led growth has the potential to create large numbers of sustainable jobs relatively quickly, and the potential of additional demand for labour from export production is almost unlimited. Indeed, the fact that growth in recent years has been led by the domestic economy rather than by exports is the main reason for the slow growth of employment.

The NEP outlines the strategic policy focus areas which are necessary to promote productive, gainful and decent job opportunities driven by the private sector. The Policy promotes a close partnership between the Government, private sector and other stakeholders, and emphasises solid technical design, effective coordination and implementation, and the use of credible evidence for decision making. It further aims to address the employment challenges facing the youth, women, and persons living with disabilities, and to strengthen the link between social protection and employment programmes and services.

The Policy is fully consistent with both national and international development agendas as espoused in Botswana's Vision 2036, NDP 11, Africa Agenda 2063 as well as the United Nations Agenda 2030 for Sustainable Development and is expected to make a significant contribution to the achievement of these initiatives.

The Government will continue to implement support mechanisms that are geared towards the growth of the private sector such as provision of incentives, development of sector strategies to support diversification, value chain development and growth of competitive industries that can increase exports and create sustainable jobs. The Policy will be reviewed every five years to ensure that it remains relevant and consistent with new developments.

Action Plan for Operationalization of the Policy

Having outlined essential tenets for employment creation in the country, it is prudent to set in motion a process to operationalize the Policy by defining, at the outset, those key elements that are necessary to set the momentum for implementation. These elements, by and large, entail setting up the architecture for coordination and implementation, including defining the roles and responsibilities of the responsible institutions as outlined in Part 6 of the Policy; elaborating and costing a comprehensive Implementation Plan for the Policy as well as defining its Monitoring and Evaluation Framework.

Defining a robust Implementation Plan for the NEP, which examines and takes into account the reality on the ground, in consultation with key ministries and departments will be critical. While this will present an opportunity to roll out the policy to key ministries and departments, it will also ensure avoidance of duplication in the implementation of activities, and reinforce the need for collaboration and effective partnerships.

The Short Term Action Plan for operationalisation of the NEP is to be implemented within the first six months following approval of the Policy as a precursor to the more elaborate, longer term Action Plan. This notwithstanding, rising levels of unemployment across the country require that quick win actions are identified within the menu of interventions outlined in the Policy and instantaneously put to action as preliminary steps towards reducing unemployment in the country. In this context, necessary actions around the following key focus areas and interventions would need to be immediately pursued:

- i) Strengthening the growth of employment in the private sector
 - Promoting local employment through Government procurement activities
 - Promoting a vibrant creative and arts industry in Botswana
 - Harnessing the benefits of digital transition
- ii) Reforming the education and training system
 - Strengthening vocational education and training
 - Improving the work ethic and preparing graduates for the changing nature of work

- iii) Improving the flow of information between job seekers and job openings
- iv) Strengthening of employment programmes
 - Pursuing local economic development actions for high unemployment areas
- v) Developing a framework for coherent and coordinated policies with systematic monitoring and evaluation
 - Establishing an effective Implementation and Coordination Mechanism
 - Developing a Monitoring and Evaluation Framework for the NEP

SHORT TERM ACTION PLAN FOR OPERATIONALISATION OF THE NEP

ACTION AREA		SPECIFIC TASKS	TIMELINES	RESPONSIBLE/ LEAD AGENCY
1	Implementation and Coordination	<p>1.1 Establish a Secretariat for the National Employment Coordination Council (NECC) within MELSD</p> <p>1.1.1 Develop the Terms of Reference for the Secretariat</p> <p>1.1.2 Second/Recruit officers for the Secretariat</p> <p>1.2 Establish the NECC and its subcommittees</p> <p>1.2.1 Define Terms of Reference for the NECC and its subcommittees</p> <p>1.2.2 Nominate organizations/entities to serve as members of the NECC</p> <p>1.2.3 Launch the NECC</p> <p>1.3 Establishment of a Cabinet Committee on Employment</p> <p>1.3.1 Develop the Terms of Reference for the Committee</p> <p>1.3.2 Seek approval for the TORs as well as operationalisation of the Committee</p>	3 Months following approval of the NEP	MELSD

2	Labour Market Information System (LMIS)	<p>2.1 Revitalize the Labour Market Observatory, in particular, put in place systems to monitor labour market patterns and trends; guide skills development, and provide policy advice on issues of employment.</p> <p>2.2 Strengthen the capacity of Statistics Botswana to regularly produce required labour force statistics</p> <p>2.2.1 Identify key labour force statistics for monitoring implementation of the Policy</p> <p>2.2.2 Assess the needs of Statistics Botswana to provide regular and timely labour force statistics</p> <p>2.2.3 Establish cost and support Statistics Botswana as required.</p>	6 months following approval of the Policy	MOTE MFED
3	NEP Implementation Plan	<p>3.1 Establish a Task Team to develop and cost a comprehensive Implementation Plan for the Policy</p> <p>3.1.1 Define Terms of Reference of the Task Team</p> <p>3.1.2 Nominate organisations/entities to serve as members of the Task Team</p> <p>3.1.3 Launch the Task Team</p> <p>3.2 Develop a Comprehensive and Costed Implementation Plan for the Policy</p>	3 – 6 months following approval of the Policy	MELSD

		<p>i) Reviews the Policy to identify specific tasks under each Strategic Policy Focus Area</p> <p>ii) Consults key stakeholders and other relevant agencies to establish implementation and funding status of proposed policy options and measures</p> <p>iii) Defines appropriate and necessary actions for implementation</p> <p>iv) Costs the actions and outline implementation schedules with clear milestones and task owners</p>		
4	NEP Monitoring and Evaluation Framework	<p>4.1 Develop an M&E Framework for the Policy</p> <p>4.1.1 Define elements for the M&E Framework, outlining specific targets and indicators to monitor progress in implementation of the Policy</p> <p>4.1.2 Specify reports and reporting formats for key stakeholders/institutions overseeing implementation of the Policy.</p>	3 - 6 months following approval of the Policy	MELSD

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