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Why does Botswana Need A National Vision?

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

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

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

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

We will have to dedicate ourselves to shaping the destiny of our country. Nobody will do it for us. These changes will entail effort and hardship, but the reward will be prosperity for all Batswana.

How The Vision Was Produced?

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

The task of the expanded group was to manage a process for consulting the people of Botswana to discover their common aspirations for the future. They did that, and produced a booklet entitled “A Long Term Vision for Botswana: Towards Prosperity for All”. This pamphlet contains a summary of that booklet. Readers will need to consult it to find further details of what is written here.
The Task Group issued invitations to the public to make written submissions about the national Vision. A large number of people did so. Some contributions were from Batswana living outside the country. The Task Group read and discussed them all.

The Task Group managed a series of more than thirty open hearings or kgotla meetings in the main district centres of Botswana. The attendance at these meetings was very good, and the participation provided many of the ideas expressed in the Vision.

A research team from the University of Botswana carried out consultations in a selection of small villages and remote settlements. The resulting ideas were different from the ideas of people living in the main centres, and the Vision has given special consideration to them.

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

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

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

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

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

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

AN EDUCATED, INFORMED NATION

EDUCATION

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

The education system will empower citizens to become innovators, and the best producers of goods and services. It will produce entrepreneurs who will create employment through the establishment of new enterprises. Public education will raise awareness on skills needed for life.

All Batswana will have the opportunity for continued and universal education. There will be options during and after secondary level to take up vocational or technical training as an alternative to purely academic study. The public and private sectors will develop education in partnership.

The education system will recognise, support and strengthen Botswana’s wealth of different languages and cultural traditions. There will be no disadvantage suf-
pered by any Motswana in the education system as a result of a mother tongue that differs from the country’s two official languages.

INFORMATION

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

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

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

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

A PROSPEROUS, PRODUCTIVE AND INNOVATIVE NATION

Botswana will be a society distinguished by the pursuit of excellence through a new culture of hard work and discipline. There will be rewards for effort and the skills we need will be available. Government will be assuming the role of facilitator, to create an environment that encourages and supports business and entrepreneurial activities. This will be in partnership with the private sector, NGO’s and other stakeholders.

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

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

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

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

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

THE ENVIRONMENT

By the year 2016, economic growth and development in Botswana will be sustainable. The country will use renewable resources at a rate that is in balance with their regeneration capacity. There will be efficient use of non-renewable resources such as minerals. The revenue that they generate will help to improve the physical infrastructure and the capacity of our human resources. There will be a fully integrated approach towards conservation and development.

The key natural resources and assets of the country will be equitably distributed among its people. Communities will benefit directly from exploiting and preserving their environmental assets and managing the wildlife. The attitude towards natural resources will pay attention to a fair distribution between present and future generations. The eradication of poverty will have created a situation where no-one will have to damage the environment to obtain their basic needs.

By the year 2016, Botswana will have taken strong measures to limit the pollution that would otherwise have resulted from rapid industrialisation. The building of parks and gardens for recreational purposes will enhance the urban environment throughout the country. Batswana will take pride in their clean and unlittered surroundings.
PER-CAPITA INCOMES

By the year 2016, Botswana will have trebled its per-capita income to a level of the equivalent of US$8,500 in real terms (after correcting for inflation). This is equivalent to about P30,000 at 1996 exchange rate and prices. Botswana will maintain an average annual growth rate of at least 6 per cent in real per capita incomes.

This means that the overall growth rate of the economy must be 8 per cent per year during the next twenty years, to accommodate a population growing at 2.1 per cent. A very high level of investment, at about 41 per cent of Gross Domestic Product will sustain this level of growth. Government savings, domestic private savings, and an inflow of foreign capital will meet this rate of investment.

EMPLOYMENT

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

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

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

HOUSING AND SHELTER

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

INCOME DISTRIBUTION

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

POVERTY

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

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

SOCIAL SAFETY NET

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

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

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

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

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

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

HIV/AIDS

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

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

A Safe and Secure Nation

CRIME

By the year 2016, Botswana will have eliminated serious and violent crime, the illegal possession of firearms, and the distribution and use of addictive drugs. The growth of white collar crime will have ended so that all stakeholders can have confidence that their assets and investments are safe.
By the year 2016, violation of the physical well-being and human rights of individuals will have ended, along with the abuse of spouses and children. The public will have sufficient confidence in law enforcement agencies and in public protective services to report crimes. Law enforcement procedures will be strong. The training of national and local police forces will be integrated and developed.

**ROAD SAFETY**

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

**NATIONAL DEFENCE**

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

**DISASTER PREPAREDNESS**

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

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**An Open, Democratic and Accountable Nation**

**OPEN TRANSPARENT GOVERNMENT**

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

These traditions will mature over the next twenty years, and become nearer to the people. Democracy will become deeper and richer according to the general evolution of the society and wishes of Batswana.

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

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

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

**ATTITUDE AND QUALITY OF LEADERSHIP**

A morally and ethically upright, educated society will be matched by a leadership of the same qualities. This will provide role models for its younger generation and an instrument to implement democracy.

Botswana will have increased political tolerance. There will be legal sanction against those who violate the principles of accountability at all levels of leadership, including the state presidency.

**THE KGOTLA AND THE ROLE OF TRADITIONAL LEADERS**

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

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

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

A MORAL AND TOLERANT NATION

MORALITY

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

TOLERANCE

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

A UNITED AND PROUD NATION

By the year 2016, Botswana will be a united and proud nation, sharing common goals based on a common heritage, national pride and a desire for stability.

The country will still possess a diverse mix of cultures, languages, traditions and peoples sharing a common destiny. We will harness all of that diversity. We will have achieved ethnic integration and full partnership to create a nation in harmony with itself. This partnership will have created a society with loyalty, dedication and national pride.

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

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

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

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

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

BUILDING AN EDUCATED, INFORMED NATION

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

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

Students in schools must receive remedial teaching where needed, or permitted to repeat classes when they fail. There must be a review of automatic promotion. Education must be sensitive to the special needs of the disabled. There must be no gender discrimination in the education system. Young mothers must be entitled to resume their schooling as soon as practical after confinement, at the same schools that they left. There must be a Tertiary Education Council to oversee tertiary education in Botswana without delay. This council should actively consider the building of a medical school and a second university. There should be a National Research Council to oversee research in the country. The private sector must be encouraged to participate in running educational institutions.

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

Youth organisations in Botswana must be encouraged to adopt a higher profile to promote the interests of young people. The youth need better sporting and recreational facilities. Rehabilitation and counselling services must expand to counter youth crime. There must be better support and services to reduce the level of teenage pregnancy.

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

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

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

**BUILDING A PROSPEROUS, PRODUCTIVE AND INNOVATIVE NATION**

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

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

There must be a wide ranging reform of the public sector. Senior civil servants in particular must have fixed term contracts with performance based pay and monitorable objectives. The organisation of Government must be decentralised, with more local control of budgets. All organisations must operate on the principle that productivity and good performance are rewarded.
The implementation of the Vision will need full co-operation from all stakeholders: for example the Government, parastatals, political parties, the private sector, religious and non-governmental organisations, and others. There must be an effective “stakeholder partnership” where all parties recognise that co-operation will benefit everyone.

Botswana must ensure that citizen empowerment accompanies its economic growth. Batswana must have access to the means of production and have the opportunity to build their own enterprises and create sustainable employment. The country must use the local resources of the country, including its people, to the full.

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

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

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

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

Botswana must develop opportunities for the growth of small scale enterprises to provide income and employment. There must be more effective credit and incentive packages. There must be an equitable distribution of resources, leading to increased domestic savings.

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

We must use water more efficiently. A national distribution system must make water available for people to use at home, for agriculture and industry, even in
the remote and small villages. We must build more dams and use more efficient irrigation methods.

We must arrest and reverse the declining performance of arable agriculture in Botswana to reverse falling yields and raise incomes among rural people. The nation must have food security. We must promote the use of modern agricultural technology, and strengthen the systems of agricultural research and extension services to farmers. We must reform the systems of land tenure and land allocation.

Botswana must improve the quality of the national herd and performance of the beef industry through more commercial techniques, the construction of livestock testing centres, and better use of water resources. We must also promote small stock production.

Botswana must investigate the possibility of increasing its involvement in diamond polishing and jewellery manufacturing. We must develop and promote small scale mining operations as an aspect of citizen empowerment.

Botswana must harness the potential of wildlife, culture, history and natural beauty to strengthen the tourism industry. We should promote more high volume low cost tourism, with greater participation by local communities. It is vital to develop a citizen based expertise to manage and understand the resources of the Okavango Delta, and other wildlife management areas.

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

We must strengthen our conservation efforts throughout the country. There must be sustainable management of both livestock and wildlife, to avoid overgrazing. We must develop the management of natural resources at the level of the community.

Botswana is in a good position to become a regional and international finance and banking centre. Financial institutions must find more innovative ways to support the development efforts. We must support and promote the transport industry to provide services throughout the region.
BUILDING A COMPASSIONATE, JUST AND CARING NATION

Botswana must make its income distribution more equitable so that more people can share in its prosperity. We must create sustainable jobs in small-scale enterprises.

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

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

Botswana must provide proper equipment and staffing for health facilities in all areas, and train more doctors, nurses and support staff. We must control infectious diseases throughout the country, and provide good facilities, staff development and rehabilitation services for the mentally ill and the disabled. The spread of AIDS must end, and we must take action to alleviate the suffering caused by the disease.

BUILDING A SAFE AND SECURE NATION

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

There must be clear legal liability for parents of young people who commit crimes. We must eradicate the abuse of children.

We must improve road safety through better driving standards and education, by better road design, signs and fencing to control movement of livestock.

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

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

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

Botswana must reform the laws that discriminate against women, as part of implementing the policy on women in development. All Batswana should be educated to understand their rights under the constitution and the law.

An “Ombudsman” or Public Commissioner should be appointed to make sure that public officials are accountable. The Ombudsman will also help to monitor the implementation of agreed policies. Citizens must have direct access to the Ombudsman.

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

The status of chiefs should be raised. There should be formal training of chiefs and headmen for the responsible exercise of their office. In some cases an increase in the judicial powers of chiefs could make the administration of justice more efficient.

BUILDING A MORAL AND TOLERANT NATION

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

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

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

BUILDING A UNITED AND PROUD NATION

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

The and develop equally all languages in Botswana. We must instil pride and ownership as well as responsibility for attributes associated with Botswana among both young and old.

All forms of cultural expression, such as arts and music, must have support and encouragement. This must include measures to preserve the history of the country.

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

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

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

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

The Vision will require the maintenance of stable and prudent economic policies. There must be a macroeconomic environment conducive to increased private sector participation in the expansion of the economy. These will include the removal of restrictive regulations, further liberalisation of exchange controls, low inflation, a stable exchange rate and incentives for saving and investment.
The Vision Council

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

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

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

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