

BOTSWANA CONFEDERATION OF
COMMERCE, INDUSTRY AND MANPOWER
(BOCCIM)



Strategic Plan 2010-2014



The Voice of Business

**BOTSWANA CONFEDERATION OF COMMERCE,
INDUSTRY AND MANPOWER (BOCCIM)**

STRATEGIC PLAN 2010-2014

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Foreword

The BOCCIM Strategic Plan 2010-2014 seeks to reposition BOCCIM to be more relevant to its membership as the sole mouthpiece of business in Botswana. The dynamic changes in the business environment locally and internationally, in particular, the recent global financial crisis calls for introspection and a response by the private sector in Botswana led by BOCCIM. In 2008, BOCCIM initiated and spearheaded the development of Botswana's Private Sector Development Strategy (PSDS). The main aim of the PSDS is to create an enabling business environment for private sector development and growth by proposing interventions to alleviate major constraints. This was a response by the private sector to Vision 2016 and the National Development Plan. Besides executing its mandate as the voice of business in Botswana, BOCCIM is expected to oversee the implementation of the PSDS by coordinating the activities of the Trade Support Institutions and the private sector to ensure the achievement of the PSDS goals and objectives. This expanded responsibility required BOCCIM as an organization to review its capability and resource capacity to undertake these two mandates simultaneously and therefore, this strategic plan.

The strategic plan has been developed with the generous support and technical assistance of the International Labour Organization (ILO) through its Pretoria based office in charge of Employer Activities. The ILO provided both the technical and financial resources that made it possible for BOCCIM to come up with such a well thought and structured plan. The approach taken in developing the plan was to first consult with the wider membership of BOCCIM through a questionnaire that sought their experience, expectations and needs as members of BOCCIM. An audit of the organization's governance and administrative structures was also carried out. These two exercises culminated into a one-day retreat of the BOCCIM Executive Council and the Secretariat staff facilitated by the ILO expert. The team extensively deliberated on the current mission, vision and strategic goals and set a new strategic direction for BOCCIM. It goes without saying therefore, that the BOCCIM strategic plan is a piece of work by industry leaders with huge experience and first hand knowledge of the business environment as well as the economy of Botswana.

The previous strategic plan for BOCCIM was developed in 2002 with a very long implementation period of ten years. The implementation of that strategy was never monitored nor was there ever a review of the organizational direction. This new strategy seeks to address these shortcomings by introducing an implementation matrix that is built around key strategic themes.

The strategy also recognizes that, over the years BOCCIM has had many achievements including amongst others, the establishment of the various trade support institutions such

as; BEDIA, BOBS, BNPC, and LEA etc. BOCCIM also enjoys tremendous respect and recognition by the government.

The strategy therefore seeks to leverage on these achievements by positioning BOCCIM as a network hub that facilitates business growth through access to new and existing opportunities.

In developing the key strategic themes, it became clear that BOCCIM's core mandate of advocacy and representation is still relevant and that the changing business environment offers a lot more opportunities for BOCCIM to expand its service offering to its members. In this regard, the strategy proposes new and innovative services especially for the SMME sector.

Without strong partnerships, especially with government, trade support institutions and the labour movement, BOCCIM may not be able to achieve the goals and objectives outlined in this strategy. The strategy therefore envisages strengthened partnerships as a prerequisite for successful implementation. It is also hoped that the BOCCIM Executive Council and the general membership will continue supporting BOCCIM's various activities even more to facilitate a breakthrough that will unearth the true potential of this organisation.

Mr. Modiri J Mbaakanyi

President

Botswana Confederation of Commerce, Industry and Manpower (BOCCIM)

Abbreviations and Acronyms

BEAC	Business Economic Advisory Council
BEDIA	Botswana Export Development and Investment Authority
BEMA	Botswana Exporters and Manufacturers Association
BIDPA	Botswana Institute of Development Policy and Analysis
BNPC	Botswana National Productivity Centre
BOBS	Botswana Bureau of Standards
BOCCIM	Botswana Confederation of Commerce, Industry and Manpower
CEDA	Citizen Entrepreneurial Development Agency
HIV/AIDS	Human Immuno Virus/Acquired Immuno Deficiency Syndrome
HLCC	High Level Consultative Council
ICT	Information and Communication Technology
LEA	Local Enterprises Authority
NACA	National AIDS Coordinating Agency
NBC	National Business Conference
NDP	National Development Plan
NEMIC	National Employment, Manpower and Incomes Council
PSDS	Private Sector Development Strategy
SACU	Southern African Customs Union
SADC	Southern African Development Community
SMMEs	Small, Medium and Micro Enterprises
WIBA	Women in Business Association

1.0 Background

EVOLUTION OF BOCCIM

BOCCIM is a Business Association of Employers representing employers in all sectors of the Botswana economy in an advocacy capacity. The organisation was formed in 1971 and registered under the Trade Unions and Employers' Act No. 23 of 1983. Over the years, BOCCIM has been the vanguard and main voice of the private sector in Botswana. The organisation has protected the economic interests of the business community without fear or favour.

GEOGRAPHICAL POSITIONING

To facilitate its operations, BOCCIM has a Secretariat made up of 2 offices as follows:

- Head office located in Gaborone
- Regional Office in Francistown serving members in the North of the country

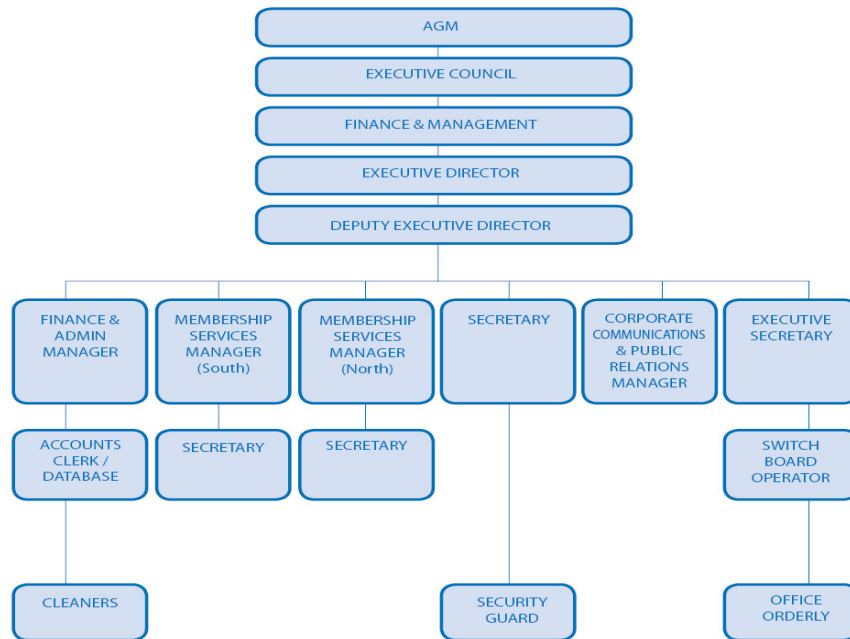
These offices are the focal points and the nerve centres of all BOCCIM activities including dialogue with government at the highest level.

In order to reach out to as many of its members as possible around the country, BOCCIM has established 15 Business Councils to serve and represent the interests of business in their localities through engaging local authorities. The Business Councils also serve as a focal point for the organisation to coordinate its activities. These Councils are found in:

Gaborone, Lobatse, Kanye, Tsabong, Ghanzi, Molepolole, Mochudi, Mahalapye, Palapye, Serowe, Selibe Phikwe, Francistown, Maun Kasane, and Letlhakane.

BOCCIM ORGANISATIONAL STRUCTURE

Organisational Structure



Over time the confederation has developed a strong organisational structure that facilitates good governance, leadership and management structures, as reflected in the organisational structure. The key structures are the annual general meeting, the executive council, finance and management committee, sector committees, and the secretariat. At the apex is the annual general meeting, responsible for ratifying the confederation decisions. This ensures that the members fully participate in the affairs of the confederation. The confederation's executive council, a body of elected members who represent the different sectors of the economy, provides leadership. The council members elect the president and two vice presidents for a term of two years. The council meets quarterly to review the progress in implementation of programmes. There are sub-committees of the main council that discuss sector specific issues and make recommendations to the full council. The confederation's council is supported by a secretariat that manages the day to day operations. The secretariat is headed by an executive director and a team of professional staff.

BOCCIM SECTORS

The membership of BOCCIM cuts across all sectors of the economy and the following are represented in the BOCCIM Council:

> Agriculture	> Petroleum and Chemicals
> Construction	> Printing and publishing
> Education	> Professional Services
> Engineering	> Retail Trade
> Financial Services	> Transportation
> Health Care	> Wholesale
> Hospitality and Tourism	> Security Services
> Manufacturing	> Information, Communications, Technology (ICT)
> Media Industry	> Women in Business Association (WIBA)
> Motor Trade	> Parastatals

Each sector elects a chairperson annually, who then forms part of the BOCCIM Council as provided for in the BOCCIM Constitution. All chairpersons are endorsed at the Annual General Meeting before they can serve in the BOCCIM Council.

BOCCIM'S REPRESENTATION

In recognition of the role played by BOCCIM in the economy, the organisation is represented in various government and parastatal boards and policy making bodies amongst which are:

- NATIONAL EMPLOYMENT MANPOWER AND INCOMES COUNCIL
- RURAL DEVELOPMENT COUNCIL (RDC0)
- BOTSWANA NATIONAL PRODUCTIVITY CENTRE
- INSTITUTE OF DEVELOPMENT MANAGEMENT
- LABOUR ADVISORY BOARD
- MINIMUM WAGES ADVISORY BOARD
- NATIONAL AIDS COUNCIL
- BOTSWANA TRAINING AUTHORITY
- BOTSWANA BUREAU OF STANDARDS

- BOTSWANA INSTITUTE OF DEVELOPMENT POLICY ANALYSIS
- CENTRAL BURSARIES COMMITTEE
- TERTIARY EDUCATION COUNCIL
- STATISTICS BOTSWANA
- COMPETITION BOARD
- BUSINESS AND ECONOMIC ADVISORY COUNCIL (BEAC)
- HUMAN RESOURCE DEVELOPMENT ADVISORY COUNCIL
- FACTORIES ADVISORY BOARD
- INDUSTRIAL COURT
- ECONOMIC TECHNICAL COMMITTEE
- VARIOUS DISTRICT DEVELOPMENT COMMITTEES

MEMBERSHIP STRENGTH AND GROWTH – 2002/2009

The table below depicts the BOCCIM membership strength and its growth during the years 2002 to 2009.

YEAR	SME	LARGE	TOTAL	PERCENTAGE GROWTH
2002	1524	100	1624	
2003	1504	100	1604	-1.49%
2004	1524	100	1624	1.49%
2005	1580	100	1680	3.44%
2006	1660	100	1760	4.76%
2007	1584	92	1676	4.77%
2008	1794	101	1895	13.06%
2009	1900	105	2005	5.8%

BOCCIM ACHIEVEMENTS

Over the years of its existence, BOCCIM has made a lot of achievements in its effort to create a business friendly environment as well as to influence government policy. Some of the achievements include:

- Organized the business sector to be a major player in the formulation of many national economic issues.
- Initiated the debate on the need for **‘A Long Term Vision of Botswana’**.
- Establishment and institutionalization of the HLCC in 1996 (BOCCIM called for the establishment of the HLCC from 1988)
- Privatization Policy for Botswana (BOCCIM initiated the privatization debate).
- Got Government to agree to the payment of a delayed payment penalty of 1.5% per month to the private sector.
- Liberalization/abolition of Exchange Controls in Botswana.
- Lowering of both the corporate and personal tax from a high of 35% to a low of 15% for manufacturing and 25% as a general tax rate for Botswana.
- Establishment of a Local procurement/Set-Aside Programme.
- Building of a regime of mutual respect between Government and the private sector.
- Maintenance of a stable Industrial relations regime through the training of employers and employees in industrial relations and maintaining a unique system of a dialogue and mutual respect between BOCCIM and the Botswana Federation of Trade unions (BFTU).
- Nationalized the debates on Citizen Economic Empowerment.
- Successful Trade and Investment Missions abroad.
- Supported the establishment of the Small, Medium and Micro Enterprises (SMME) programme.
- Broke the communication barrier between the private sector and top Government officials.
- Raised the status for the role of the private sector in nation building.
- Instrumental in the establishment of the Business and Economic Advisory Council (BEAC).
- Established the National Business Conference (NBC).

ABOUT BOTSWANA

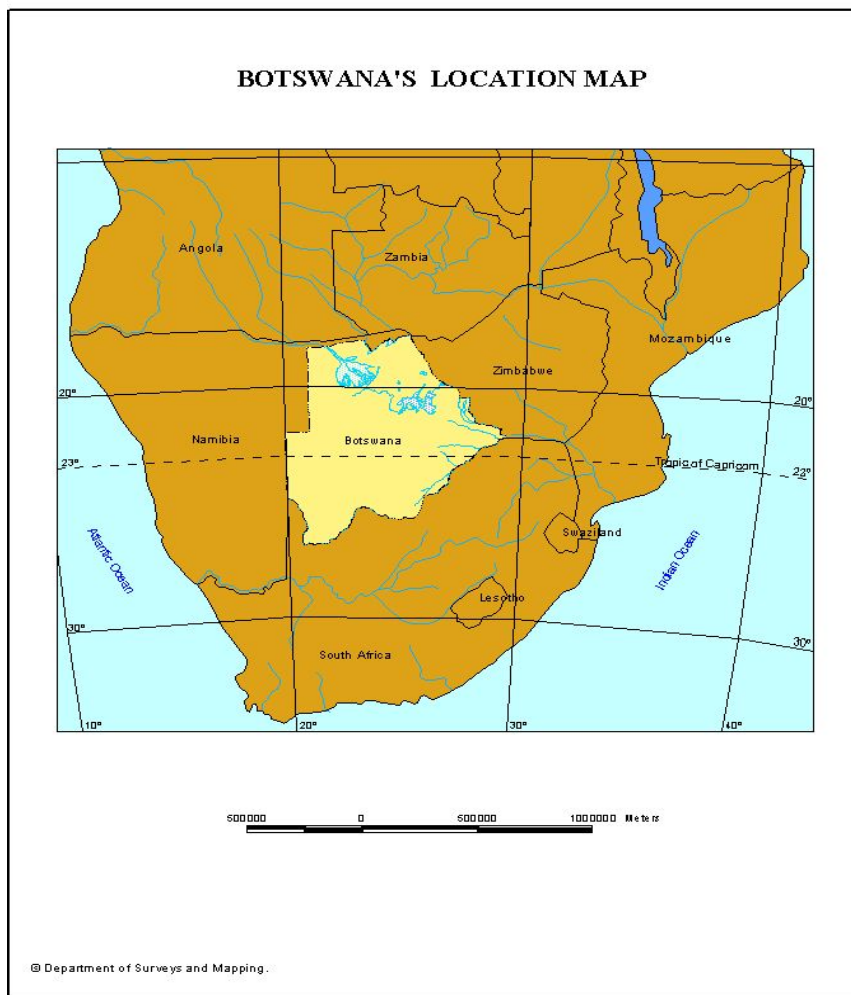
Population and demographics profile

Botswana is a landlocked country with a land mass of 582,000 square kilometres. Its total population was estimated at 1.7 million people in 2006. Since 2006, it is estimated that the population growth has been declining at a rate of 0.4%, largely due to changing lifestyles (fewer children are preferred) and the HIV and AIDS pandemic.¹ The population is projected to continue declining to reach 1.6 million people in 2015. Of the 1.7 million people, 38.3% are between the ages of 0-14 years, 57.9% in the age group of 15-64 years and 3.8% are 65 years and above. This means that the majority of the population are at the economically productive age group of 15-64 years. Gender distribution is skewed in favour of the female population, with the active age group of 15-64 years consisting of a larger proportion of females.²

¹ UNDP 2006

² Central Statistics Office, Population section website 2007

Map 1.1: Location of Botswana in Southern Africa

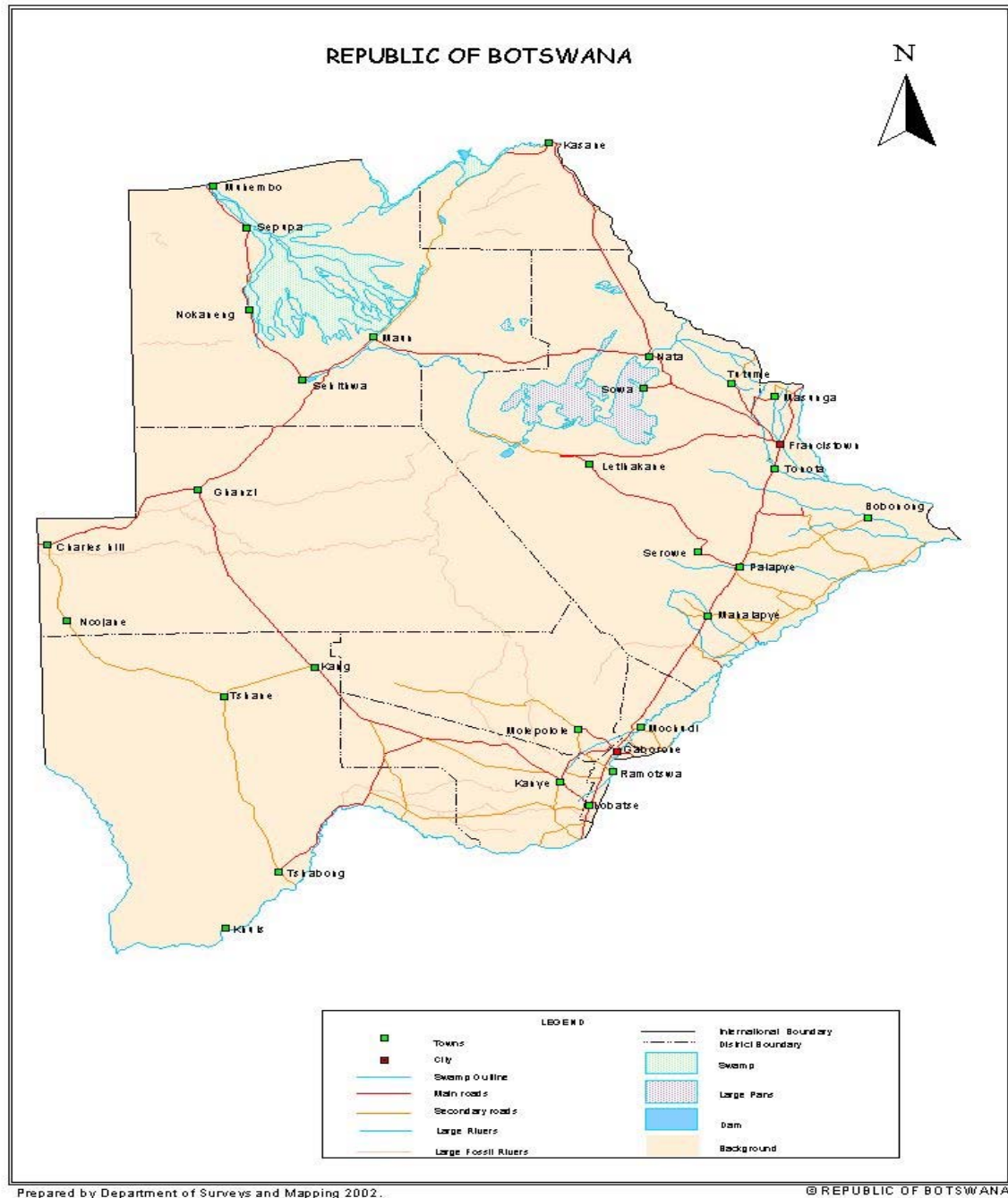


Economic performance

Botswana has registered strong growth in the last three decades, largely because of a vibrant mining sector, prudent management of the economy and political stability. With an estimated GDP per capita of US\$ 6,354 in 2007, and a real GDP growth rate of over 5% on average since 1975, Botswana is one of the few Sub-Saharan African countries that have achieved middle-income status in a relatively short time. A GDP growth of about 4.5% (Mining sector growth rate declined from 7.0% in 2003 and projected to grow at 1.7%³) is projected in 2008 and is likely to be driven largely by the mining sector. Diamonds are, by far, the most important source of income and account for 74% of total exports and 33% of GDP. Other sectors contributing to GDP are meat and meat products, tourism, textiles and services. The inflation rate ranged between 7% and 11.6% over the last 5 years (2003 to 2007). Interest rates over the same period averaged 14.5%.

³ Mid-Term Review of NDP9

Map 1.2: Republic of Botswana



Prepared by Department of Surveys and Mapping 2002.

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THE INVESTMENT CLIMATE: POSITIVE FACTORS

Botswana has an extremely good record of GDP growth. For 30 years, it was the highest in the world. Recently it has slowed, but growth has remained positive, and greater than the rate of growth of population in almost all years.

There are no exchange controls, and the economy has large financial resources to cope with exogenous shocks. Commercial bank credit is available for those regarded by the commercial banks as being creditworthy customers. It appears that the commercial banks in Botswana have not been affected by the global banking crisis, because, among other reasons, they did not invest in what turned out to be toxic assets issued abroad. The capital base of the commercial banks rose by 38% in the year to June 2008, the growth of commercial bank lending continued, while lending backed by property was only 3% of GDP.

Since 2000, Botswana has had an excellent sovereign credit rating from two of the international credit rating agencies. At present, the Botswana Government does not need to use these ratings directly. It would be uneconomic in most circumstances to borrow abroad at a higher rate of interest than can be earned on the foreign exchange reserves.

Nevertheless, the sovereign credit rating has some benefits for Botswana. First, it makes it easier for domestic companies to borrow abroad, by increasing the confidence of lenders in the Botswana economy and its sound management. Second, the prospect of a fall in the rating should be an important constraint on changes in government policy regarded as inappropriate by the credit rating agencies. The maintenance of Botswana's credit ratings suggests that this may be working as intended. Third, the credit rating improves the general investment climate and so reduces the high profit levels sought by investors in riskier countries.

The investment climate depends on a peaceful environment, including low levels of crime, corruption and road traffic accidents, and respect for the rule of law. Crime levels are substantially below those of other countries in the region, but are tending to rise, as are road traffic accidents. The Botswana Police Service has strategies to deal with these issues, which will continue to be important during NDP 10.

Labour productivity and total factor productivity are lower in Botswana than in a number of comparable countries, including South Africa, Namibia and Swaziland, although they are higher than in Lesotho as measured by the World Bank. However, median monthly wages in Botswana are lower than in Namibia and Swaziland, and very substantially lower than in South Africa. The median monthly wage in Botswana is only about 20% of the median monthly wage in South Africa.

As a result, unit labour costs in Botswana are approximately the same as unit labour costs in Namibia and Swaziland, and substantially lower than in Lesotho (about 60%) and South Africa (about 67%). On this measure, therefore, Botswana is in a relatively sound competitive position compared with its fellow members of SACU

Natural Resources

The natural beauty of Botswana is found in its wilderness, wildlife and cultural diversity. It includes range and arable land, a large wildlife population, and a variety of minerals. Some of the last great populations of wild animals left in Africa are found in Botswana; they constitute a tourist attraction that has yet to be fully exploited. More importantly, they make an important contribution to the subsistence economy of the country. Of particular importance for tourism are the Chobe National Park, which contains massive concentrations of large game, and the Okavango Delta, which, besides its outstanding natural beauty, teems with wildlife.

Significant mineral exploration has been undertaken in recent years, and much continues to be discovered about Botswana's mineral resources. The thick sand covering much of the country obscures the underlying geology, although the eastern part of the country is relatively well mapped geologically. Diamond mines at Orapa, Letlhakane, Jwaneng, the "B/K pipes" near Orapa and Damtshaa are in production and continue to be the main source of revenue for the economy. Copper-nickel is mined at Selebi-Phikwe, Selkirk, Phoenix and Mowana; and other potentially exploitable copper resources are known to exist. The exploration for gold deposits in the country, particularly at Mupane, resulted in proven reserves of approximately 795,000 ounces of gold which can be extracted in a space of at least five years. Mining of coal at Morupule is relatively on small-scale at present, but reserves of billions of tonnes have been proven. Salt and soda ash deposits at Sua Pan, which are effectively unlimited, are now being exploited.

Vision 2016

Vision 2016 represents Botswana's strategy to achieve socio-economic and political development that will transform the country into a competitive, winning and prosperous nation. The Vision reflects the aspirations of Botswana about their long-term future and is a result of extensive consultations with a wide spectrum of individuals and institutions in the country. The Tenth National Development Plan (NDP 10) represents the blueprint of the National Vision, outlining the policies and key programmes aimed at achieving the Vision 2016 objectives during the 2009 to 2016 period. NDP 10 has been developed with the active participation of non-state actors through the setting up of Thematic Working Groups (TWGs); this is to ensure that all development partners are intimately involved in the planning process, as well as during the implementation, monitoring, evaluation and reporting stages of the Plan.

National Development Plan 10 (NDP 10)

The strategic thrust of development policy in NDP 10 will be to accelerate diversification of the economy. The Government will need, therefore, to take every possible measure to make the economy more competitive, and more attractive to domestic and foreign investment. To the extent that this strategy is successful in accelerating growth of the non-diamond private sector of the economy, employment will increase, poverty will be further reduced, and the resources will be generated to achieve the objectives of Vision 2016. This is reflected in the NDP 10 theme: "Accelerating Achievement of Vision 2016 through NDP 10".

Private Sector Development Strategies for NDP 10

Government will place the highest priority on private sector development and economic diversification to attain rapid economic growth. Given the overwhelming importance of reducing the dependence on minerals sector in general, and diamonds in particular, to the economy, it is determined to accelerate growth to achieve Vision 2016 objectives. With the lower rates of recent population growth years projected to continue into the future, GDP per capita will triple if GDP growth in the second half of the Vision period is 7.5 percent per annum. This makes the Vision target for GDP per capita more attainable. However, the base case for NDP 10 growth is 5.5% annually. Thus, to achieve the Vision target, and given the future prospects for the mineral sector, the country will need to concentrate its

efforts and resources on achieving 9% annual growth in the non-mining private sector, as set out in the optimistic growth scenario.

NDP 10 represents a watershed in terms of achieving Vision 2016 goals, with the economy transforming from being public sector-led, to being private sector-led. In light of the anticipated decline in mining revenues over the long term, the future success of the country is linked to its ability to identify and develop new engines of growth in the current Plan period. This Goal strategy, therefore, outlines the road-map through which the Government will, in partnership with all relevant stakeholders, more effectively promote private sector development in the next seven years. The Goal strategy highlights the following elements:

INTERNATIONAL LINKS

Botswana is a member of various international organisations, such as the United Nations, the World Bank, the International Monetary Fund (IMF), the World Trade Organisation (WTO), the African Union (AU) and regional bodies, such as the Southern African Customs Union (SACU) and the Southern African Development Community (SADC). The headquarters of SADC is in Gaborone

2.0 Review of Current Strategic Plan (2002 – 2012)

The current BOCCIM Strategic Plan which was for a 10 year period was reviewed to enable BOCCIM carry through other objectives which were still relevant. The matrix below depicts the status of the current plan as follows:

Objective	Performance Criteria	Target	Current Situation
1. To represent the Interest of all business sectors. Be recognized as the <i>Voice of Business</i> in Botswana	Increase membership of SMMEs	10% increase per annum Participate in national and local consultative structures Establish HLCC machinery at Local authority level	-Local Level Consultative Structures established in 2004 but they are very weak. -In August 2009 BOCCIM carried out a review with the objective of Strengthening. -Lack of financial resources is making it difficult to execute this task.
2. Carry out major organizational structural Review to enhance capacity to deliver to diverse membership	Develop re-structuring and financing proposals incl. proposals to support Business Councils	Proposals be presented to AGM of 2003	-Organisational review carried out in July 2008. Capacity building proposal prepared and submitted to various donors. - So far only ILO and EU have contributed towards this initiative.
3. Strengthen communication mechanisms with all stakeholders particularly members to disseminate and receive information from and between members.	Development of a communications strategy resulting in greater interaction between members and ready availability of relevant information.	Communication plan in place by July 2002	Website for BOCCIM was attempted but failed. BOCCIM established a Public Relations department in 2005. Full website was developed in 2009. Email distribution list developed in 2009. SMS system implemented. Components of a member relationship management plan put into place.

4. To establish BOCCIM as a leading source of business information in Botswana.	Determine business information needs, and establish comprehensive, accessible data base to deliver to domestic and international business community.	Information needs study complete by end of 2002; Website designed on line by end of 2002; Interactive data base on line mid by 2003; Monthly information newsletter available on line and direct providing updates on business related information needs and feedback on consultative meetings	-Website not yet inter active. Monthly business bulletin but not yet on line. However, the feature for uploading the bulletin and all other BOCCIM documents is available on the website. It Was decided in 2009 that a resource center be established as the BOCCIM head office for business information dissemination. -No structure for feedback on consultative meetings. -Lack of Human Resource capacity and financial resources.
5. To accelerate the participation of the private sector in the delivery of Government services.	Increase in the out-sourcing of Government business and privatisation of state commercial activities.	Measurable increase in private sector funding and delivery of infrastructure and provision of services previously undertaken by government	-BOCCIM initiated privatisation debate in 2002. Government is very slow in implementing. -At the November 2009 HLCC BOCCIM renewed the debate on privatisation. -Lack of technical skill capacity constrains BOCCIM's progress.
6. Develop research capability to enhance the contribution of BOCCIM to national economic and social planning and	Establishment of Economic and Business Research facilities.	Proposals in place by end 2002	Nothing has been achieved to-date due to financial constraints.

development and availability of economic and business information to members.			
7. To promote the success of small businesses through encouraging business-to-business relations between small and big business.	Formal linkages negotiated to facilitate business-to-business developments.	Growth in commercial business relations between large and small members of BOCCIM	-BOCCIM initiated the Buyer/Seller forum which continues to link local producers with local retailers and other big businesses. -BOCCIM is involved in the import substitution initiative.
8. To promote the success of rural business through making representation to relevant authorities to facilitate acquisition and security of tenure of appropriate land.	Representations to the Ministry of Lands and Housing on land tenure issues and proposals in the draft revised Rural Development Policy.	Changes in non-urban land tenure arrangements facilities growth in rural business activities by 2005	Nothing has been done successfully.
9. To optimise the potential contribution of staff through a programme of empowerment and staff participation in organisation decision making processes.	-Review staff terms and conditions of employment. -Establish career development paths where possible. -Integrate staff into consultative and decision making processes.	Revised remuneration, recognition and career developments paths in place by end 2002; Reduction of staff turnover, particularly at professional levels	All skills development is adhoc. There has been a recent review, of the Terms & Conditions of services and other policies.
10. To strengthen the delivery of business skills to small and medium enterprises to facilitate their success and growth.	Carry out training needs assessment to identify skills needs of --SMME sector. Establish mechanism to attract funding to subsidise training activities and business skills development, including subsidy by larger members of BOCCIM. -Optimise Government	Training priorities and delivery plan based on training needs survey in place by January 2003	Only a mini training needs assessment was done in 2008. Lack of resources and capacity (full training department) constraints this.

	programmes to assist small businesses.		
11. To provide business counselling and mentoring services to reduce the failure rate among SMME members.	Develop action plan to establish sustainable counselling and mentoring services, utilising services of members.	Implementation of counselling and mentoring services by January 2003	No progress/initiative – lack of capacity.
12. To initiate activities and awards which promote business excellence, service delivery and entrepreneurship	Identify appropriate areas to recognise excellence and attract sponsors	At least two new awards in place by January 2003	-Nothing has been done due to lack of capacity; BOCCIM however introduced a best business student award in 2006.
13. To strengthen ability to deliver labour relations services and advice to promote harmonious industrial relations and productivity in the work place.	Establish mechanisms for bi-lateral relations with trade unions and BFTU. Identify labour productivity and work culture initiatives to improve	Direct consultative meetings with BFTU in place by 2002; BOCCIM initiatives unrolled by end 2003	-No consultative meeting has been initiated by BOCCIM. Work is ongoing with BNPC to roll out productivity and work culture initiatives but progress is slow. -BOCCIM lacks the capacity to push progress.

Lessons Learnt – Review of Current Strategic Plan

From the review the following were lessons learnt as to a large extent the reasons for not achieving the objectives as set out:

- **The period set out was too long and the implementation of the plan was not monitored**
- **There was no review of Organisational Direction**

In view of the dynamic changes in the business environment in the country as well as globally albeit the impact of the global financial crisis and to reposition BOCCIM to be relevant to its membership and as the mouth piece of business in Botswana, the organisation decided to review its strategic plan in order to come up with a new strategic direction. This called for a rebranding, review the vision and mission in the new direction. In developing a new strategy for BOCCIM, the organisation has adopted a new look vision together with its mission and values statement and they are stated below. These should propel BOCCIM to greater heights as it continues to play a leading role in representing the interests and views of the private sector.

VISION

TO BE THE PREMIER VOICE FOR ALL BUSINESSES PROMOTING SUSTAINABLE ECONOMIC AND SOCIAL DEVELOPMENT

MISSION

- Business network to facilitate the empowerment of members to grow through :
 - Advocating for business friendly policies
 - Formation of Strategic Partnership with various institutions and business entities
 - Become global players and competitive through using new and emerging technologies
 - Greater participation in a diversified economy.

CORE VALUES

- Good Corporate Governance
- Anti-Corruption
- Social Responsibility
- Openness & Transparency
- Accountability
- Excellence
- Service-Oriented

- People-Centred
- Independent & Non partisan

3.0 SWOC Analysis

In the repositioning of BOCCIM a SWOC Analysis of the organisation was undertaken with results as follows:

STRENGTHS

1. Good rapport and respect by government/Access to highest office/Support from government
2. Large membership base
3. Little competition/Only organisation of its kind
4. Has a history of performance
5. Assets (land and buildings)
6. Good and committed leadership
7. Goodwill from business members
8. Competence on labour relation issues
9. Access to information relevant to doing business
10. Loyalty of Staff
11. Lobbying power
12. High profile members
13. Established nationwide network
14. Established calendar of business networking opportunities
15. Established forum for engagement with government
16. Long term trusted establishment
17. Regional Links with other Business Member Organisations (BMO's)

WEAKNESSES

1. Limited technical capacity
2. Limited finance/resources
3. Inability to reach out to potential members
4. Unclear value propositions (to attract new members)
5. Weak internal business processes (no feedback mechanism)
6. weak research capacity
7. Lack of up-to-date resource centre for knowledge on BOCCIM members
8. Lack of office equipment
9. Lack of up to date IT systems
10. Weak business councils

11. Weak LLCC Structure
12. No sector coordination
13. Image of BOCCIM
14. Weak Implementation of strategies
15. Lack of capacity building of BOCCIM Staff
16. Absence of engagement with Trade unions
17. Inadequate incentives and reward systems for members
18. Lack of network strategies
19. Lack of Youth Business Mentoring
20. Lack of Gender Balance
21. Lack of Market penetration and accessibility
22. Lack of effective communication systems and communication with members (e.g. radio, email database)
23. Inadequate overall governing systems
24. Chamber aspect not developed
25. Poor level of involvement by members
26. Poor response to individual members challenges (lack of specialisation)
27. Lack of consultancy services
28. Lack of data
29. Lack of enforcement of code of conduct
30. Inability to generate own revenue/funds
31. Poor business relations between members
32. Promotion of good business practices
33. Membership drive/subscriptions drive

OPPORTUNITIES

1. Large number of registered companies but low percentage are BOCCIM members
2. Development of NHRDS
3. NDP 10
4. Government policies
5. SADC
6. Training levy
7. Alcohol levy fund
8. Consultancy work for government, members and partners in the region
9. Utilisation of members resources for BOCCIM
10. Ability to influence policy (sector level)
11. Maximisation of HLCC
12. Physical Infrastructure (land)
13. Educate business community on BOCCIM services

14. Providing business information services
15. No rival organisation
16. BOCCIM members are highly resourced and specialised

CHALLENGES

1. Other associations providing same services and competing for same members
2. Withdrawal of development partners
3. Movement of influential people from government to parastatal organisations and vice versa)
4. Small population and country vastness making outreach very difficult
5. Scarce technical expertise in the market
6. Pitso vs. HLCC
7. Government policies and bureaucracy/Lack of effective implementation of government policies
8. International trade issues – capacity to engage and coordinate business views for trade negotiations
9. Managing member expectations
10. Implementation PSDS
11. Representation of BOCCIM in key public Institutions that affect business
12. Dominance of government in the economy
13. Overwhelming dependence on government
14. Accountability of representatives of BOCCIM to BOCCIM Council and Secretariat
15. Competitors (members, associations, institutions and government)
16. Slowness in keeping up with trends and opportunities regionally
17. Lack of access to information/database on regional issues
18. Lack of cooperation by government officials
19. Government plans to blacklist member's companies

PLAYER ANALYSIS

There is the need to develop a Player analysis to determine who are the stakeholders whose work impacts on BOCCIM efficiency, success or failure in its work. This will then enable BOCCIM develop strategies to deal with the situation. The following is the Player Analysis Matrix:

Competitors	Collaborators	Suppliers	Customers
BEMA, BEDIA, LEA	BNPC, CEDA, BOCONGO, BIDPA, BIA, BFTU, BEDIA, professional bodies, development partners	ILO, local consultants, donors	BOCCIM members, government, business associations, BEDIA, potential investors, researchers

4.0 **Strategic Issues**

The purpose of identifying selected strategic issues is to enable BOCCIM to focus on key challenges or policy choices. It assists the team to gain some insight into possible ways that the issues might be resolved. The strategic issues identified have been grouped into Strategic Themes as follows:

- Theme 1 - **Governance of BOCCIM**
 - o Strengthening sector based interest groups and Business Councils
 - o Review of the Constitution e.g. to define and support the sector interest and Associations, Categorisation of membership for payment of subscription
 - o Governance and Management systems, Structure of BOCCIM ****
- **-Capacity of the Secretariat**
 - o Governance and Management systems
 - o Skills capacity
 - o Research Capacity of BOCCIM
 - o Skills availability for BOCCIM***
 - o Strategy Implementation, M&E
 - o Resources, Office Space
- Theme 2 – **Advocacy and Policy Influence**
 - o Advocacy only through BOCCIM- Terms of reference for HLCC etc
 - o Developing proposals to Govt to access funds for SME development and growth
- Theme 3 **Sustainability of BOCCIM**
 - o Revenue from Govt- charging Govt for the services rendered-, Sustainability, Revenue/Funding
 - o Revenue from fee based services
 - o Subscription Reviews

- Theme 4 -**Membership Services**

- o Access to Consultancy Services
- o Criteria for the categorisation of SMMEs for services
- o Collaboration with LEA to provide services, Criteria for the categorisation of SMMEs
- o Deepen Chamber activities
- o Communication and Information Management***
- o Membership Value/Mentorship
- o What value to give to our members, Generation of New Ideas and new ways of doing things, Membership Growth, BOCCIM'S relevance to SMMEs***
- o Access to Consultancy Services, Outsourcing ***

- Theme 5 -**Image of BOCCIM**

- o Branding
- o Public Image of BOCCIM
- o Publicity/Visibility
- o Education on BOCCIM
- o Corporate Image
- o Positioning of BOCCIM
- o Communication (Integrated Communication Mix)
- o Member Relationship Management

5.0 Implementation Plan

The table defines the indicators and targets for measurement and broad responsibility for managing the implementation of the strategic issues in the Strategic Plan for its achievement using the balance score card for Strategic themes

Strategic Objectives	Measures	Targets	Responsibility
Theme 1 : Governance of BOCCIM/Capacity of the Secretariat			
<i>To strengthen sector-based interest groups and business councils</i> Activities: • Compile information on members of different sectors and identify other interest groups within sectors			
• Provide “desks” to deal directly with sectors and business councils • Draft job descriptions for Desk Officers, Recruit and train	-Quarterly meetings	4 sector meetings/ annum	Membership services

<i>To strengthen the capacity of the Council to support the implementation and monitoring of the Strategic Plan</i> Activities: Establishment of Council Sub-Committees on Trade Policy, Social and Labour Affairs, Business Development Services, Advocacy, Finance and Administration with terms of reference Reporting on the Committees work to Council			
	Set up 5 Committees with Terms of Reference	August, 2010	EC/ED
	Reports to Council	At every Council Meeting	Reports at every Council Meeting
<i>To review the Constitution of the organisation</i> Activities: Set up a Constitutional Review Committee responsible for review of constitution Identify legal expert to execute revision	Revised constitution reflection among others: 1. Revised term of office for officials 2. Membership subscription	June 2011	ED/EC/Legal consultant

<i>To improve governance, management systems and the structure of BOCCIM</i> Activities: • Review organisational structure • Revise the HR manual • Development of financial procedures, including procurement and tendering processes • Develop Skills Development Policy → internal growth • Develop performance evaluation system • Develop salary structure and align to current market standards • Develop Board charter • Develop election procedures • Develop an IT platform for management and governance systems • Identify HR Consultant to review systems and policies	-Certification to management quality system (ISO) by year 3	2013	ED/EC
	New organisational and salary structure, and performance system	December 2010	ED/EC
	New HR manual and other policies	June 2011	ED/EC
	Annual Review of systems and policies	Once a year	ED/EC
	Appoint a Consultant	August, 2010	ED

Theme 2 – Sustainability of BOCCIM			
<i>To access revenue from government for services rendered</i> Activities: • To identify relevant services BOCCIM can perform for government for revenue • To identify business opportunities that are afforded to us by being the chamber of business and having the business database	Ten opportunities identified in year 1	Two opportunities taken advantage of in year 2	Head of Membership Services
<i>To generate revenue from fee-based services</i> Activities: • Develop processes of accreditation for mediation (MoL and consulting work – in house and accredited), board appointments • Develop a commission template for accredited consultants and BOCCIM services (marketing, HRD, management, administration, etc) • To identify business opportunities that are afforded to us by being the chamber of business and having the business database • Identify opportunities for Resource centre fee-generation	Accreditation processes (labour, private consulting and board membership) in place and signed off by executive council Template in place	3 processes in place by July 2011 July 2011	Head of Membership Services Head of Membership Services

<i>Subscription reviews</i> Activities: • Review subscription to reflect BOCCIM's value proposition and best practice (benchmarking)	-Revised subscription criteria in place and put forward to members at AGM	-Revised subscription criteria in place and put forward to members at AGM (June 2010)	Subscription Resourced taskforce
Theme 3 – Membership Services & Recruitment			
<i>To continue to grow the membership of BOCCIM</i> Activities: • Review the value proposition BOCCIM offers to its members by sector, and by small, medium and large categories • To clearly define the services and value that we give to members • Develop a comprehensive database of businesses in Botswana by sector, size, gender, accreditation (BOBS & sector/market-specific) and ownership to identify opportunity for membership growth (ensure partnership with registration office for continuous updating)	Review carried out and reported at AGM	5% yearly growth	Head of Membership Services

<i>To provide our members with access to internship services to contribute to demand driven skills development programme in the country</i> Activities: • To create a database of interns which clearly identifies preferred sectors and monetary expectations • To market interns to our sectors • To collaborate with training institutions in developing interns to formalise internship programmes as part of certification(asking members to contribute training and development)	Database of interns in place	End of year 1	Head of Membership Services
	Marketing and placement of interns	10 interns placed end of year 1	Head of Membership Services/PR
	Collaboration with Training institutions – meetings held	Initiate meeting – January, 2011	
<i>To develop proposals to government to access funds for SME development and growth</i> Activities: • Needs assessment of SMMEs • Identify relevant government ministries/departments • Identify relevant collaborating institutions/private sector partners (LEA, BEDIA, BNPC, BOBS etc.) • To develop a systematic categorisation of SMME in order Develop a framework of programs targeting SMMEs and to provide appropriate services.	-Develop four main programs of support for SMMEs	Introduce 1 per year	Membership department Business Development Manager

<i>Develop a comprehensive database of members by sector, business size and gender to and link the website to membership websites.</i>	IT-based database information management system	End of year 1	Membership Department & PR
Theme 4 – Image of BOCCIM			
<i>To improve communication with members and member information management</i> Activities: • Develop Communication Strategy to deliver on the desired new strategic positioning of BOCCIM. To focus on branding of the organisation • Review current marketing material • To boost the public profile of BOCCIM • To keep stakeholders abreast of BOCCIM activities and news • To ensure all our communication channels are updated (e.g. website, newsletters, etc.) • Interactive communication with membership	Strategy in place and signed off	February 2011	PR
<i>To consolidate resources and office space</i> Activities: • Review the image, staffing and physical space and	Proposal presented to Council	August 2010	ED

equipment requirements to resource the new strategy • Directed by the outcome of review, submit proposal to Council			
<i>Strategic partnerships</i> Activities: • -Set up a resourced taskforce to develop matrix of strategic partnerships to ensure effective and efficient delivery of strategy	Matrix ready and signed off by Council Taskforce set up December, 2010	February 2011	EC

Theme 5 – Advocacy and Policy Influence

To ensure that BOCCIM is the primary conduit for advocacy to government in influencing policies and implementation of such policies for the growth of the private sector.

Activities:

- **Development of policies, procedures and TOR for the LLCC, ministerial sector meetings and HLCC**
- **Reconstitute and define participation of the ministerial sector meetings to reflect inclusiveness. Each sector should be well defined to represent all subsectors**
- **All sector reports presented and discussed at BOCCIM pre-HLCC meetings**
- **Each sector quarterly meeting (preceding HLCC) to give feedback on main HLCC outcomes**
-

Set of policies/TOR for HLCC

June 2011

ED/EC

-Document outlining HLCC and LLCC participants at all levels

June 2011

ED/EC

BOCCIM Pre-HLCC participants at all levels

Pre HLCC Meetings /annum

ED

BOCCIM business bulletins to focus on HLCC and LLCC issues

June-December issues

PR

To ensure that BOCCIM is the primary conduit for trade-related issues and trade negotiations

Activities:

Trade Director appointed

July 2011

ED

Set of policies/TOR for

June 2011

Trade Director

• Develop job description for and recruit Trade Director • Development of policies, procedures and TOR for the NCTPN and trade technical committees • Reconstitute and define participation of the technical committee meetings to reflect inclusiveness. Each sector should be well defined to represent all subsectors • All sector reports presented and discussed at BOCCIM pre-NCTPN meetings • Each technical committee quarterly meeting (preceding NCTPN) to give feedback on main outcomes BOCCIM's monthly bulletin should report feedback on NCTPN outcomes	NCTPN		
	Document outlining NCTPN participants at all levels	June 2012	ED/EC
	- BOCCIM Pre-NCTPN meetings inclusive of sectors BOCCIM business bulletins to focus on NCTPN Issues	2 Pre- NCTPN meetings/annum June – December Issues	ED PR
To develop Bipartite relations with BFTU for a Platform for social dialogue in fostering a stronger influence on economic and labour policies Activities: • Institute a Bipartite Committee with BFTU • Generate agenda for discussions • Developing Joint programmes on capacity building in social dialogue and other social development issues	Bi-partite Committee instituted inaugurated At least 1 policy joint paper submitted to the	December, 2010	EC/ED ED

Documentation and publication of policy influence consideration on economic and labour issues	Govt.	December, 2011	
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ANNEXES

ANNEX 1: PERFORMANCE MANAGEMENT – MONITORING AND EVALUATION

				5-Year Performance Indicators				
Strategic Objectives	Measures	Baseline	Targets	Year 1	Year 2	Year 3	Year 4	Year 5
<i>To strengthen sector-based interest groups and business councils</i>	-Creation of five Sector/Business Council desks	0	Five Business/Sector desks	2 desks (2 total)	2 desks (4 total)	1 desk (5 total)		
	-Quarterly meetings		Meetings regularly	4 meetings	4 meetings	4 meetings	4 meetings	4 meetings

<i>To ensure that BOCCIM is the primary conduit for advocacy to government</i>	-Set of policies/TOR for HLCC		Policies/TOR in place	June 2011				
	Document outlining HLCC participants at all levels		Document ready	June 2011				
	-BOCCIM Pre-HLCC meetings, inclusive of all sectors		Pre-HLCC meetings	2 meetings	2 meetings	2 meetings	2 meetings	2 meetings
	-BOCCIM bulletins to focus on HLCC issues		Features in newsletter	June/Dec	June/Dec	June/Dec	June/Dec	June/Dec
<i>To ensure that BOCCIM is the primary conduit for trade-related issues and</i>	-Trade Director appointed		Director appointed	July 2011				
	-Set of policies/TOR for NCTPN		Policies/TOR in place		June 2012			

<i>trade negotiations</i>	-Document outlining NCTPN participants at all levels		Document ready		June 2012			
	-BOCCIM Pre-NCTPN meetings, inclusive of all sectors		Pre-NCTPN meetings	2 meetings	2 meetings	2 meetings	2 meetings	2 meetings
	-BOCCIM business bulletins to focus on NCTPN issues (June and December)		Features in newsletter	June/Dec	June/Dec	June/Dec	June/Dec	June/Dec
<i>To review the Constitution of the organisation</i>	Revised constitution		New document in place	June 2011				
<i>To improve governance and</i>	-Certification to management		ISO Certification			2013		

<i>management systems, and the structure of BOCCIM</i>	quality system (ISO) by year 3		achieved					
	-New organisational and salary structure, and performance system		New structures and policies in place	December 2010				
	-New personnel manual and other policies			June 2011				
	-Annual Review of systems and policies			June 2011	June 2012	June 2013	June 2014	June 2015
<i>To access govt revenue for services rendered</i>	-Ten opportunities identified in year 1			10 opportunities identified	2 opportunities taken advantage of			

<i>To generate revenue from fee-based services</i>	-Accreditation processes (labour, private consulting and board membership) in place and signed off by executive council		Processes in place	3 by July 2011				
	-Template in place		July 2011	July 2011				
<i>Subscription reviews</i>	-Revised subscription criteria in place and put forward to members at AGM		Revised criteria in place by AGM	June 2010				
<i>To continue to grow the membership of BOCCIM</i>	-Review carried out and reported at AGM		Review carried out	5% annual growth	5% annual growth	5% annual growth	5% annual growth	5% annual growth

<i>Provide internship services to members</i>	-Database of interns in place		Created by end of year 1	DB created				
	-Marketing and placement of interns		Placement of interns	10 interns placed				
<i>To develop proposals to government to access funds for SME development and growth</i>	-Develop four main programs of support for SMMEs		Introduce 1 per year	1 program	2 programs	3 programs	4 programs	5 programs
<i>Develop a comprehensive database of members by sector, business size and gender</i>	-IT-based database information management system		IT-based database information management system	End of year 1				
<i>To improve communication with members and</i>	-Strategy in place and signed off		Strategy in place	February 2011				

<i>member information management</i>								
<i>To consolidate resources and office space</i>	-Proposal presented to Council		Proposal presented to council	August 2010				

ANNEX 2. ANNUAL ACTION PLAN AND BUDGET

1. An Annual Action Plan based on the Strategic Plan with a Budget to be submitted by the Secretariat to the Council for approval and implementation. Such budget to be presented before the beginning of the financial year or the quarter before the beginning of the year for implementation of the action plan.
2. The Secretariat is to report to the Council on the Implementation of the Strategic Plan at the Council Meetings
3. It is to be noted that the Council will have to report to the AGM on the status of the Implementation of the Strategic Plan year on year based on the 5 year strategic plan.



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