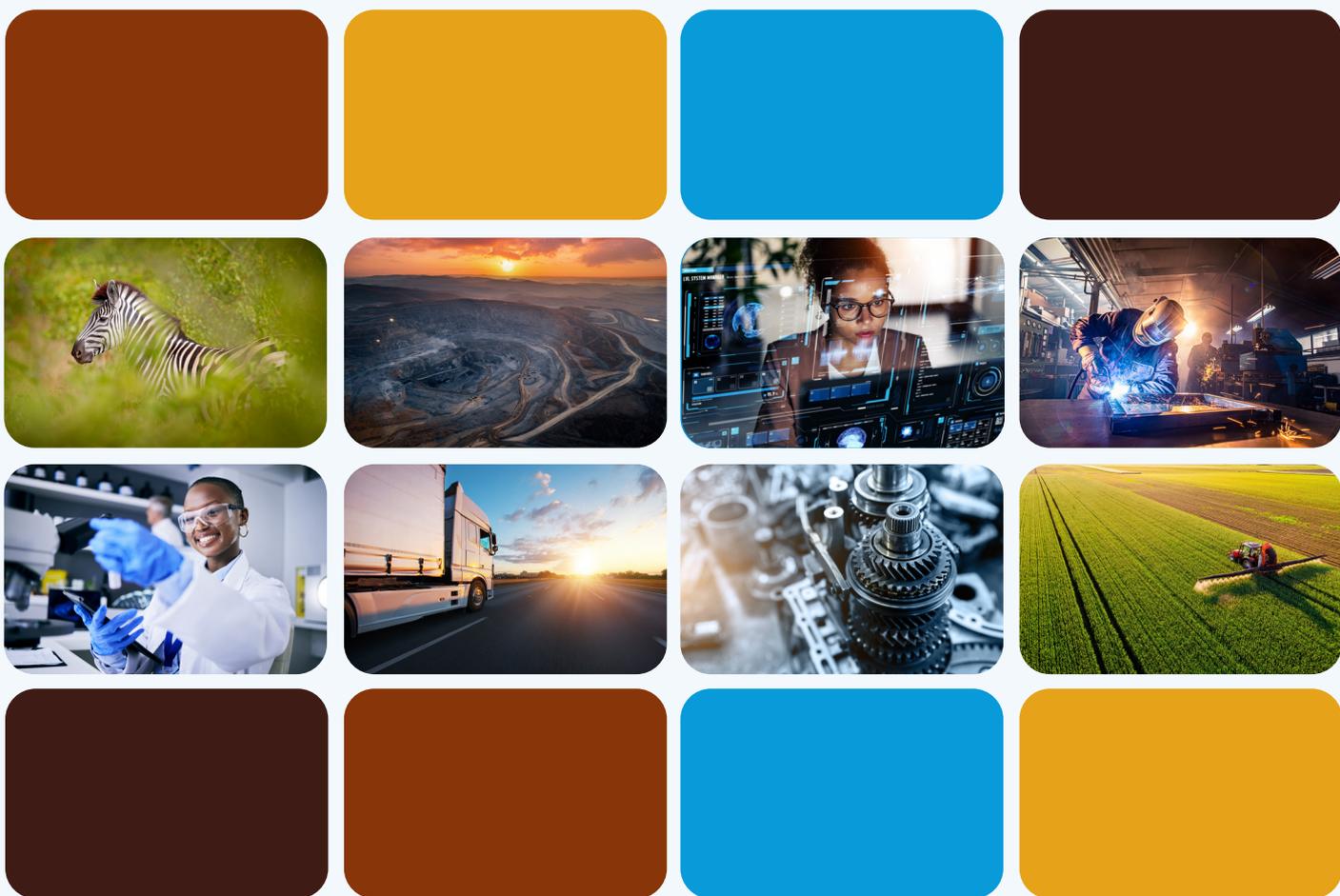




BITC STRATEGY PLAN 2025-2030



BOTSWANA
INVESTMENT
& TRADE CENTRE





FOREWORD

It is with great pride and a deep sense of responsibility that I present the Botswana Investment and Trade Centre's Strategy Plan 2025–2030. This Strategy is not simply a roadmap for the next five years, it is a commitment to transform Botswana into a vibrant, resilient, and globally competitive economy.

Our Strategy builds on the solid foundation of past performance, where BITC consistently surpassed targets and demonstrated the power of coordinated effort, strategic partnerships, and data-driven decision-making. Now, with the 2025–2030 Plan, we are raising the bar even higher.

The **Five-Year Strategy** sets ambitious targets such as:

- Growing Investment levels from **BWP 13.6 billion** to **BWP 30 billion** by 2030,
- Creating **30,000 sustainable jobs** by the end of the strategy period,
- Boosting export earnings to **BWP 10 billion**,
- **Increasing local brand awareness** and global visibility,
- **Embedding ESG principles** into the operations of the BITC as well digital transformation.

To achieve these, the Strategy outlines transformational initiatives; from implementing a comprehensive investor services plan, accelerating the Botswana Brand Strategy, and driving our property investment portfolio, to advancing digital transformation, sustainability frameworks, and high-performance culture programmes. Success in achieving the set targets will require a team Botswana approach with collective ownership and active participation from all our stakeholders in government ministries, the private sector, development partners, local communities, and every BITC team member. Unwavering commitment to Strategy execution and continuous collaboration are an imperative.

The economic future we envision for Botswana; one of diversification, innovation, and inclusive growth, is within our reach. Let us rally together, act with urgency, and take bold, intelligent steps to deliver this shared vision.

**Growing together. Thriving together.
Re Godisa Botswana.**

Keletsoitse Olebile

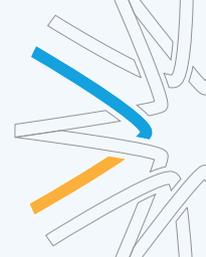
Chief Executive Officer
Botswana Investment and Trade Centre



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1. INTRODUCTION

Botswana Investment and Trade Centre (BITC) is an integrated Investment and Trade Promotion Agency (ITPA) constituted by an Act of Parliament of 2011. The key functions of the Centre are, investment promotion and attraction, provide investor facilitation through the Botswana One Stop Service Centre (BOSSC), promotion and marketing of locally produced products through export promotion activities and PUSHABW initiatives. BITC further undertakes research for intelligence-led decision making and policy advocacy for continual improvement of the doing business environment in Botswana.

The BITC executes its mandate through collaborating with relevant Government Departments and Ministries, Parastatals, Business Associations and private sector. The Centre strives to continue being an apex investment and trade promotion agency in the country. Furthermore, BITC enjoys collaborations with various entities such as Debswana, BECI, International Trade Centre, Engineers Regulatory Body, Air Botswana, Mindset Change and BTV, CEDA, CAAB, Senior Expert Specialists, UNDP, BNOC, European Union Africa Rise etc

2. STRATEGIC PLANNING APPROACH

The 2022-2026 strategy plan focused on areas such as financial sustainability, advocacy for enabling the environment, striving towards a high-performance organization and improving systems for efficient delivery of services. The strategy was reviewed and a new one developed in its fourth year of operation to align with the new government aspirations.



The planning context for the 2025-2030 BITC Strategy Plan followed a similar model as the previous strategies, guided by the BITC Act of 2011. The development of the new Plan focuses on aligning the mandate with the strategic priorities of the current government, notably, the commitment to build the economy and social infrastructure, revitalizing the economy, restoring trust and good governance etc. Furthermore, the new government pronounced the creation of sustainable jobs, increasing investment attraction levels and increasing value of exports. This alignment ensures that BITC’s efforts directly contribute to national development goals, as articulated in Vision 2036, particularly Pillar 1: Sustainable Economic Development, which emphasizes economic diversification beyond reliance on diamonds. This is addressed in the strategy, emphasizing attracting investment into priority sectors such renewable energy, healthcare, ICT, manufacturing, and agriculture, which are essential for infrastructure and service delivery, promoting local industry growth and enhancing export readiness. Several key processes were undertaken to develop the strategy and both qualitative and quantitative data were considered in the development of the strategy. A project Team was constituted comprising of representative from each Department for continuous alignment and engagement with the staff. Engagement with Executive management and Board Chairperson was undertaken for strategic direction. Key stakeholders were also engaged through a survey questionnaire to gain insight into their perception on BITC

2.1 REVIEW OF THE 2022-2026 STRATEGIC PLAN

An internal review of the 2022-2026 strategy plan was done through an assessment tool given to all Departments to consider what the key challenges were, what should be continued, what should be introduced and what should be discontinued in the new strategy. Three workshops were held with BITC management to discuss the various components of the Strategy. The first component being to discuss the SWOT Analysis and begin the process of developing the Mission, Vision and values of the Organization. Strategic Foundations were discussed and finalized in the second round of meetings. During the last engagement, the organization Strategy Map and Scorecard was considered and finalized. Prior to each of the workshops the general staff was engaged at all levels for their input and buy-in. Furthermore, the Strategy was cascaded to all Departments.

2.1.1 BITC Performance 2022-2023 to 2024-2025

In terms of the overall corporate performance, BITC performed well in the 3 years of implementation of the Strategy. Significant improvement is shown from the first year to the third year with the following observation: in 2022/23 performance stood at 91%, 2023/24 performance was 95.1% and lastly Q3 of 2024/25, the year-to-date performance was 98%. This is an above average performance of the set target of 95%.

Table 1 below shows the performance of APEX Measures over the three (3) years of the implementation of the 2022-26 Corporate strategy. The performance results indicate that performance surpassed all targets set for all the years under observation. The same performance trend is observed for the operational objectives.

TABLE 1: APEX MEASURES PERFORMANCE 2022-2023 TO 2024-2025

MEASURE	2022 - 2023		2023 - 2024		2024 - 2025	
	TARGET	ANNUAL	TARGET	ANNUAL	TARGET	ANNUAL
FDI	603.75m	3.177bn	2.4bn	2.495bn	2.4bN	2.671bn
DI/EXPANSIONS	500m	2,666.04bn	1.910bn	3.581bn	2.3bn	4.092bn
JOBS	1057	4229	3750	6636	4365	6946
EXPORT VALUE	4bn	5.458bn	4.5bn	6.044bn	5bn	6.191bn



2.2 DESKTOP RESEARCH

In-depth desktop research was undertaken to gain insights into the current economic and investment landscape and what prospects of the future. A literature review synthesis from different sources such as FDI Markets, UNCTAD, World Bank, WIPA FDI Centre, International Labour Organization and International Trade Centre to mention a few was done to provide insights in the development of the new strategy. Strategies from other IPAs such as AusTrade and KenInvest were also considered to be a scale on how other organizations carrying the same mandate as BITC developed their strategies.

2.3 VALIDATION OF THE STRATEGIC PROCESS

The Strategic Plan was taken through a validation process which involved peer reviews, internal engagements as part of cascading and alignment across the different Departments, especially for shared projects and targets in the scorecard as well as the budget necessary for implementation of the Strategy. Stakeholders were also given the opportunity to validate the process through a stakeholder engagement sessions and a survey. Engagement with Executive management and Board chairperson highlighted the following opportunities: Positioning BITC as a thought leader to guide direction that government can take, translating organizational ideas into actual export and investment value, using project development model which includes all relevant entities to facilitate investors and lastly aligning with new government priorities which are mostly focused on investment and job creation.

3. STAKEHOLDER ENGAGEMENT

BITC collaborates with different stakeholders both at local and international level to achieve its mandate and contribute to investor satisfaction. It is therefore important to engage with them to ensure alignment in the new strategy. Their views were gathered through stakeholder engagement sessions and a survey questionnaire to horn into areas for improvement to improve BITC efficiency. This stakeholder feedback was taken into consideration and incorporated into the Strategy. Stakeholders are of the view that there is need to strengthen strategic partnerships and collaboration to improve Foreign Direct Investment attraction. The African market through AFCFTA Agreement should be prioritized to improve intra- Africa trade and travel. Stakeholders are encouraged to share information on bankable projects that could be packaged for investor attraction notably in the Research and Development (R&D) space and other national priority areas. Collaboration with BITC through the Botswana One-Stop Service Centre (BOSSC) to ensure all the necessary checks and balances and to funnel investors through one strategic point was also highlighted as key to ensure effective facilitation of investors.

4. OPERATING ENVIRONMENT REVIEW

The situation analysis examines factors that influence BITC operating space. Consideration was made of the opportunities that the organization could embark on, the threats to look out for both the internal and external context. Strengths and weaknesses of the organization were also analyzed, this assisted in gaining a comprehensive understanding of the factors that shape BITC performance and identified areas of potential growth and improvement.

A strategy plan maturity assessment was conducted to gauge maturity level of the organization in the past 5 years, a SWOT and TOWS analysis was conducted to identify challenges and opportunities faced by the organization. Lastly, a global economic outlook to assess the current state of play of business in the world, to identify lucrative sectors for investment attraction as well as identify potential risks and their mitigation measures was also considered.

4.1 EXTERNAL ANALYSIS

The BITC 2025/2030 strategy Plan's posture is determined by the prevailing macroeconomic landscape at the global, continental, regional and domestic levels. The global economy continues to face a series of shocks, which has limited the growth potential across most economic jurisdictions. The external analysis considers Key merging issues, source markets for potential targeting and what the government priorities are to align the strategy appropriately.



4.1.1 Key emerging issues that the strategy could consider include



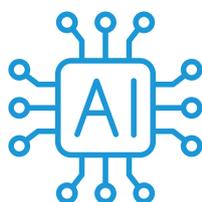
The declining growth rates at a global scale



Escalating tariff wars and shift towards protectionist policies by major economies



The growing competition by regional peers such as South Africa, Mauritius for the IFSC and Namibia to mention but a few, put a lot of pressure on Botswana's diversification prospects and FDI attraction



The sectors of the future are more technology driven and advancements in robotics, AI, advanced manufacturing and Fintech calls for BITC to change posture in terms of positioning and responding to the investor needs.



The strategy further calls for the need to continuously monitor the emerging risks in order to develop strategies for mitigating them.

The execution of the BITC 2025/2030 strategy was influenced by the changing dynamics of the global and regional economics for both FDI attraction and export markets.

4.1.2 Top source markets for FDI

Four-year data ranging between 2020 to 2024 by FDI Markets shows that historically, the top 10 leading FDI source markets are developed countries. These include the USA, Japan, the UK, China, Netherlands, Canada, Korea Republic, Singapore, Germany, Luxembourg, France, Russia, Ireland, Australia, Switzerland, and Sweden. Majority of these markets are serviced by the UK/Europe regional office and India office for the Asia market.

4.1.3 Top FDI Drivers at sectoral level

Coal, oil and gas, real estate, transportation and warehousing, food and beverages sector, financial sector, electronics, consumer products, software and IT services, semiconductors, chemicals, automotive OEM, metals and electronic components.

4.1.4 Growth Forecasts

The global economy has faced a series of shocks in most economic jurisdictions.

- The Sub-Saharan African region which includes Botswana is expected to grow by 4.2% in 2025. However, the macroeconomic environment remains uncertain and is subject to significant downward risks which include among others; intensified geopolitical tensions which affect trade and supply chains and underperforming diamond industry in Botswana.
- The economy declined by 3.3% during the 3 quarters of 2024 compared to a growth of 3.5% in the same period of 2023. In 2025 the economy is projected to grow below its potential at 3.3%.



4.1.5 Top five (5) fastest growing sectors in 2025

Renewable energy, engines and turbines, medical devices, biotechnology and software and IT services.

4.1.6 Largest greenfield announcements into Africa

- a) Green hydrogen projects
- b) Value chains for electric vehicle (a top priority in the manufacturing sector for Botswana).

4.1.7 Government Strategic Framework for Investment Promotion

There are new priorities pronounced by the Government and these are expected to further align with the National Development Policy 12. Some notable Government priorities that this strategy may consider but, not limited to the commitment by government to advance an export-led growth; digitization of work and residence permit system; expand and diversify key sectors such as tourism, agriculture, manufacturing, ICT and healthcare amongst others. Further to that, the commitment to diversify the economy will be underpinned by delivering on import substitution strategies to stimulate domestic investment, and through investor attraction. Notable threats identified by Fitch Solutions on Botswana include; growing competition for foreign direct investment from other diamond producers in Africa, including Zimbabwe and Namibia; heightened exposure to the adverse effects of climate change could result in sustained dry weather conditions which negatively impact the country's agricultural sector, leading to greater food insecurity and unemployment for low-skilled workers; and increasing competition from lab-grown diamonds which threatens to reduce Botswana's global market share in rough stone production.

4.2 INTERNAL ANALYSIS

4.2.1 Maturity Assessment

A maturity assessment of the BITC 2022-26 Strategic Plan focused on key areas of strategy execution, identifying strengths, challenges, and actionable recommendations for improvement. The scope covers leadership commitment, performance management, stakeholder engagement, communication, and alignment of strategy. The methodology used was a mixed method (both quantitative and qualitative). Six (6) departments were given templates containing both structured questions and ranking sets of questions for data collection.

Below is a key to guide and explain the maturity levels:

LEVEL 1: Ad-Hoc and Static	LEVEL 2: Reactive	LEVEL 3: Structure and Proactive	LEVEL 4: Managed and Focused	LEVEL 5: Optimized (Continuous Improvement)
No formal strategic planning, fragmented performance tracking. Departments work in silos, and there is no clear strategic alignment.	Some strategy exists, but it is mostly focused on short-term results. Performance tracking is inconsistent and not linked to long-term goals	Balanced Scorecard exists, with defined strategic objectives and KPIs, but implementation is inconsistent across departments.	The Balanced Scorecard is fully implemented across the organization. Strategy drives decision-making, and data is used for continuous improvement	Strategy execution is embedded in the agency's culture. Performance measurement is proactive, and continuous learning

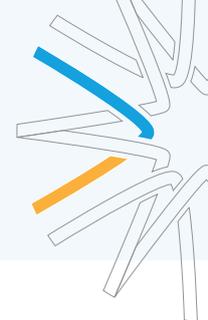


Table 2: Assessment Results

Assessment Criteria	Description	Score (1-5)	Comments	Recommendation
Leadership & Governance Commitment	Are executives actively involved in strategy execution?	3.8	<ul style="list-style-type: none"> • There is a comprehensive approach to cascade the strategy to operational teams. • Leadership is involved in the development of functional strategies. • There is monitoring and evaluation of performance. • Good corporate governance practices. 	<ul style="list-style-type: none"> • Continuous leadership and Performance Management training • Continuous engagement and Improvement of collaborative partnership for mentorship and coaching. • Identify opportunities for thought leadership forums and engagements
Balance scorecard management	The entity uses a balanced combination of both financial and non-financial objective	3.9	<ul style="list-style-type: none"> • The scorecard is balanced - quantitative & qualitative measures • Measures such as ESG (Environmental, Social, and Governance) should be integrated into the strategy. 	<ul style="list-style-type: none"> • Incorporate ESG measures in the Corporate Scorecard. • Build capacity on Balanced Scorecard principles.
Communication	Are strategy objectives clearly communicated to all teams? Do departments understand their role in executing the strategy?	3.8	<ul style="list-style-type: none"> • Enhance strategy communication for continuous engagement and alignment in addition to strategy review sessions. • Alignment of operational and individual performance contracts. 	<ul style="list-style-type: none"> • Improve continuous communication, • Develop a structured communication plan and create more engagement platforms between executives and staff.
Strategic Thinking and Planning (Data driven decision making and continuous improvements)	Are performance reports used for strategic decisions?	3.4	<ul style="list-style-type: none"> • Regular reports issued to guide strategic decisions • Data derived from reports informs resourcing (Human, Financial resources) • Data derived from reports informs target markets and sectors of focus. • Data derived from reports informs investment opportunities mapping • Data derived from reports informs advocacy plans. 	<ul style="list-style-type: none"> • Adopt a comprehensive centralized CRM system • Promote utilization (Build digital talent) • Adopt artificial intelligence



Assessment Criteria	Description	Score (1-5)	Comments	Recommendation
Performance Management	How well does BITC track and use performance data?	3.8	<ul style="list-style-type: none"> • Performance Management Systems in place to track individual performance. However, it needs to be enhanced with a CRM system. • Regular reviews (Quarterly, biannual and annual reviews). • Performance data used to make informed decisions • Performance data used to identify gaps • Performance data used to identify new opportunities 	<ul style="list-style-type: none"> • Implement a comprehensive performance management framework. • Enhance digital tools and skills for data tracking. • Invest in AI for performance data analysis.
Strategy Planning & Alignment	Are strategy objectives well-defined and understood?	3.3	<ul style="list-style-type: none"> • largely covers the BITC Mandate and understood by staff • Aligned to the National priorities though not understood by the Public. 	<ul style="list-style-type: none"> • Strengthening discipline in execution, • Provide capacity-building sessions on strategy issues, • Maintain stakeholder consultation during planning. • Enhance Public awareness.
Stakeholder engagement and investor services	How effectively does BITC coordinate with key stakeholders? (government agencies, investors, and businesses)	3.8	<ul style="list-style-type: none"> • Investor facilitation is a joint effort between BITC and key stakeholders (BOSSC) • Outward and inward missions' execution is done in a collaborative approach with key stakeholders. • Advocacy issues are identified through stakeholder engagement forums • There are opportunities where the organization collaborates with stakeholders during project execution 	<ul style="list-style-type: none"> • Improve after care services • Cascade the organizational stakeholder plan • Improve international stakeholder engagement • Improve Internal coordination and collaboration



Assessment Criteria	Description	Score (1-5)	Comments	Recommendation
Organizational Culture & values	Does the organization promote learning and adaptation in strategy execution?	2.8	<ul style="list-style-type: none"> • There is need for a balanced training program to close the skills gaps (sector specific, project management and high-performance culture. • Comprehensive HPO culture framework needed to foster a learning culture • ICT tools to promote digital talent (inculcate a culture of innovation, continuous research and learning) • Regular Strategic review sessions conducted to adapt and align to new realities (COVID, Brexit, change of government) • Regular strategic insights shared with staff (BMI, Intelligence Information) • Strategic information shared through various internal information platforms (weekly buzz, newsletter, inspirational hour, annual report and social media) 	<ul style="list-style-type: none"> • Adopt cost effective measures to augment the training budget. • Foster continuous learning and development through policy alignment • Culture focus team building sessions to improve cohesion.
TOTAL OVERALL SCORE		3.6		<ul style="list-style-type: none"> • There is a comprehensive approach to cascade the strategy to operational teams. • Leadership is involved in the development of functional strategies. • There is monitoring and evaluation of performance. • Good corporate governance practices.

The analysis and results of the maturity assessment indicate a good performance level in implementing the strategy and places BITC at Maturity Level 3. The foundational tools for strategy execution are established, the organization must focus on improving consistency in implementing these tools across all departments. Ensuring uniformity in the application of the Balanced Scorecard and KPIs will help align departmental goals with the overall organizational strategy, leading to more effective performance management and better achievement of strategic objectives.

4.2.1.1 Recommendations & Action

- Shift from top-down to embedded execution
- Ensure execution ownership at all levels
- Enhance cross-functional collaboration
- Upgrade execution tracking
- Improve internal communication through structured updates and engagement forums.
- Strengthen performance management systems to improve data tracking and strategic decision-making.
- Increase capacity building efforts for staff on strategy execution.



BITC has a solid strategic foundation that needs to be enhanced with a communication plan, internal coordination and enhanced performance management. Addressing these gaps will require a more structured approach to execution, data-driven decision-making, and continuous stakeholder engagement. These aspects are considered in the strategy.

4.2.2 BITC SWOT Analysis

A SWOT analysis was carried out to obtain a deeper understanding of the internal and external realities of The Botswana Investment and Trade Centre (BITC). The information gathered in developing the SWOT analysis provides the building blocks for the future direction of BITC as well as build a common understanding of the BITC team. The SWOT analysis does not only show the BITC’s strengths, weaknesses, opportunities and threats, but uses strengths in exploiting opportunities, overcoming weaknesses and reducing the impact of threats.

The SWOT analysis highlighted BITC’s strong foundation in institutional frameworks and market intelligence but also points to critical gaps in digital systems and geographic reach that could limit impact.

Table 2: SWOT analysis

STRENGTH (S)	WEAKNESSES (W)
<ul style="list-style-type: none"> • Strong Institutional Frameworks • Established Market and Industry Networks. • Recognized Brand and positive reputation • Skilled and Experienced Workforce • Advanced Market Intelligence and Business Tools • Diverse Investment and Trade Opportunities • Regional and Global Trade Access 	<ul style="list-style-type: none"> • Financial Dependency • Human Resource Constraints • Disintegrated data and knowledge management practices (lack of CRM) • Limited local and international coverage • Lack of a structured approach to project delivery and implementation
OPPORTUNITIES (O)	THREATS (T)
<ul style="list-style-type: none"> • Fostering new revenue streams such as fee-based services • Enhancing Local and International BITC Footprint • Capitalize on Stakeholder Relations • Enhancing Brand Equity • Promoting sustainable investment projects in line with environmental, social, and governance criteria, to appeal to responsible investors and comply with global standards. • Tapping Into Emerging Markets • Regional Approach to Value Chain Development • Intelligence-Driven Decision Making • Project Origination Approach • Establishing In-House Contact Centre & National Business Enquiry Centre (Economy 911) • Sector-Specific Incentives 	<ul style="list-style-type: none"> • Diminishing Government Subvention • Uncertainty Around Rationalization & Government Positioning • Global Economic & geo-political Uncertainty (e.g., USA investors prioritizing local economies). • Heightened Regional & Continental Competition • Overlapping mandates with other entities • Constraints of Ease of doing business (Government Bureaucracy & Regulatory Challenges)

4.2.3 Tows Matrix

The TOWS Matrix assisted the BITC to identify the strategic options. The BITC got the opportunity to make the most of its strengths and get around its internal weaknesses and learn to deal with them properly. Externally, BITC learnt to carefully look for opportunities and recognize possibilities and learn how to control and overcome potential threats.

TOWS matrix was used to analyze external opportunities and threats, followed by the analysis of internal strengths and weaknesses which in the end are linked to the external analysis. The matrix was used to guide in developing the BITC Strategic Initiatives by looking at S-O (strengths - opportunities), W-O (weaknesses – opportunities), S-T (strengths - threats) and W-T (weaknesses – threats).



TABLE 3

		Internal	
		Strength (S)	Weakness (W)
		<ul style="list-style-type: none"> Established Market and Industry Networks. Recognized Brand and positive reputation Skilled and Experienced Workforce Advanced Market Intelligence and Business Tools Diverse Investment and Trade Opportunities Regional and Global Trade Access 	<ul style="list-style-type: none"> Financial Dependency Human Resource Constraints Disintegrated data and knowledge management practices (lack of CRM) Limited local and international coverage Lack of a structured approach to project delivery and implementation
EXTERNAL	OPPORTUNITY (O)	<p>S/T STRATEGIES</p> <ol style="list-style-type: none"> Develop and implement Export and Investment Strategies and Plans <ul style="list-style-type: none"> Promoting sustainable investment projects in line with environmental, social, and governance criteria, to appeal to responsible investors and comply with global standards. Tapping Into Emerging Markets Regional Approach to Value Chain Development Intelligence-Driven Decision Making Develop and Implement the BITC Comprehensive Investor Services Plan <ul style="list-style-type: none"> Implement Property Investment Strategy Implementation of the country Brand Strategy - <ul style="list-style-type: none"> To enhance Brand equity Establish in-house Contact Centre Enhancing Local and International BITC Footprint Develop and implement BITC Stakeholder Engagement Plan <ul style="list-style-type: none"> To capitalize on stakeholder relations 	<p>W/O STRATEGIES</p> <ol style="list-style-type: none"> Review regional mapping opportunities/ projects & profile ready to offer investment opportunities (Project origination) <ul style="list-style-type: none"> Lack of a structured approach to project delivery and implementation Develop & Implement Sustainability Strategy <ul style="list-style-type: none"> Promoting sustainable investment projects in line with environmental, social, and governance criteria, to appeal to responsible investors and comply with global standards. Develop and implement CRM system Develop and implement BITC digital transformation plan <ul style="list-style-type: none"> Disintegrated data and knowledge management practices (lack of CRM)
	THREATS (T)	<p>S/T STRATEGIES</p> <ol style="list-style-type: none"> Introduce and implement cost saving initiatives <ul style="list-style-type: none"> Diminishing Government Subventions Develop & Implement Sustainability Strategy <ul style="list-style-type: none"> Heightened Regional & Continental Competition Implement risk and audit assessment process for all business initiatives <ul style="list-style-type: none"> Global Economic & geo-political Uncertainty (e.g., USA investors prioritizing local economies). 	<p>W/T STRATEGIES</p> <ol style="list-style-type: none"> Develop and implement BITC digital transformation plan <ul style="list-style-type: none"> Disintegrated data and knowledge management practices (lack of CRM) Diminishing Government Subvention Introduce and implement cost saving initiatives <ul style="list-style-type: none"> Diminishing Government Subvention Implement culture change initiatives (Pilediwa and Kgolo) <ul style="list-style-type: none"> Uncertainty Around Rationalization & Government Positioning



5. BITC BUSINESS GROWTH MODELLING

5.1 Strategic Goals

The strategic focus areas for BITC was influenced by the external and internal environment as perceived by the stakeholders, Board of Directors, Executive management and BITC staff shows areas of focus for the next five years to include the following: Improve BITC positioning as a go-to institution for investment attraction and market intelligence issues, diversification of revenue streams for financial sustainability, advance advocacy issues to create a suitable doing business environment, improving operations efficiency through the use of systems and developing a high organizational performance culture.

The table 4 below demonstrates how these goals will be achieved

Table 4: Strategic Goals assessment

Growth Element	Current State of Affairs	Identified Gaps	Proposed new Strategies/Approaches
Optimize value proposition and attraction	Based on the performance of the organization in the past 5 years there is a general satisfaction with the BITC processes towards achieving its mandate. However, there is still an opportunity to improve to optimize the value proposition and attraction	Evaluate the current business processes	Digitization of key processes through CRM to enhance efficiencies in facilitating clients and improve customer experience.
Enhancing BITC and Nation Brand Awareness	Public awareness of what BITC does is limited, coupled with a perception that it only facilitates certain clientele	Inadequate awareness of BITC mandate	<input type="checkbox"/> Implement Botswana Brand Strategy to support export led economy and investment. <input type="checkbox"/> Advocate for Buy Botswana Act <input type="checkbox"/> Review and Implement BITC Marketing and Communications Plan
Financial sustainability	Declining Government contribution towards BITC budget	Inadequate revenue diversification initiatives	<input type="checkbox"/> Pursue the implementation of the Property Development Strategy with vigor. <input type="checkbox"/> Explore strategies for diversification of revenue within the BITC Value Chain <input type="checkbox"/> Employ cost containment strategies through new ways of work.
stakeholder value enhancement	BITC has in the past 5 years expanded its collaborations with different partners to achieve its mandate	An uncoordinated approach to stakeholder management	<input type="checkbox"/> A comprehensive Stakeholder engagement Plan to coordinate relationships and networks



Research-led decision making	The need for reliable and accurate data is paramount to BITC processes. A competent and resourced Research Department is needed to achieve this	Inadequate utilization of intelligence gathered to inform decisions	<input type="checkbox"/> Develop a more aligned research agenda that informs the value chain decision making processes and structures <input type="checkbox"/> Governance structures that are aligned to the research-based decisions <input type="checkbox"/> Inputs for research that informs key business decisions Research based on strategic review and decision making
Achieve HPO Status	<input type="checkbox"/> Currently HPO culture change initiatives such as Pilediwa and Kgolo are being implemented to achieve the HPO Status that the organization desires. <input type="checkbox"/> Training and development of staff is being undertaken, some through partnerships	Consider leadership training for people and performance management to support processes and customer results.	<input type="checkbox"/> Leadership development <input type="checkbox"/> Culture profile and transformation projects <input type="checkbox"/> Implement PMS initiatives

6. STRATEGIC FOUNDATIONS

6.1 Mission Statement

The BITC mission statement addresses the purpose of the organization as follows

- Who are we? – Drivers of sustainable investment
- Who do we serve? - The economy, investors and exporters
- In what manner do we provide it- We provide this through bold, intelligent decision-making
- What higher level benefits are gained? – Economic diversification

Mission Statement “Driving sustainable investment, boosting exports, and elevating Botswana’s brand through bold, intelligent decision led-making for economic diversification.”

6.2 Vision Statement

In picturing the future BITC sought to address the following questions to conclude on a clear future

- What is our “Picture of the future” for the five years from now? - A transformed Botswana with a resilient economy
- How will we know when we have achieved that? Will it be measurable? What will it feel like, look like? - Increased foreign direct investment (FDI), higher export volumes, diversified economic sectors, improved ease of doing business, global rankings in competitiveness indices, more jobs, businesses expanding, and innovation driving growth.
- How will any changes above impact on our stakeholders, including our employees?



Investors & Businesses: More opportunities for investment and trade expansion.

Employees: A more dynamic work environment with potential for career growth, innovation, and job security.

Government & Policy Makers: A stronger economy with sustainable revenue sources, reducing reliance on specific industries.

General Public: Improved livelihoods due to economic growth, better infrastructure, and more job opportunities

- At what point in time will we achieve it?

Achievements will be seen through economic performance indicators, global rankings, and stakeholder feedback by the year 2030.

Vision Statement: "Transforming Botswana into a vibrant, resilient and globally competitive economy"

6.2.1 BITC tagline

"The heartbeat for Botswana 's economic vibrancy"

6.3 Core Values

The core values identified act as a guiding principle to shaping the BITC culture, strategy and in the long run lead to changed behaviour and better decision making, increased engagement and overall improved performance.

- **AGILITY-** is to be "change-fit", open to new ways of working as and when they are required. It is also openness to new ideas which are integrated into practice because they are an improvement.
- **HUMILITY-** is not self-denigration, but genuine pride in what one knows and the skills one has. However, it is an acute awareness of what one does not know and the skills one does not have. The humble leadership and staff of the BITC will be open to the ideas of others and actively solicit others' opinions and ideas to add to their own. It is a gentle way of asking instead of telling. "We strengthen me'
- **BOLDNESS** - is the drive to innovate and make changes in their sphere of influence. It's the total resolve to challenge the status quo at an individual and organisational level for the good of all.
- **CURIOSITY-** is not merely an openness to new ideas, but an active seeking of new ideas, information and insights. It is an insatiable desire to know more about more and more

6.4 Strategic Themes

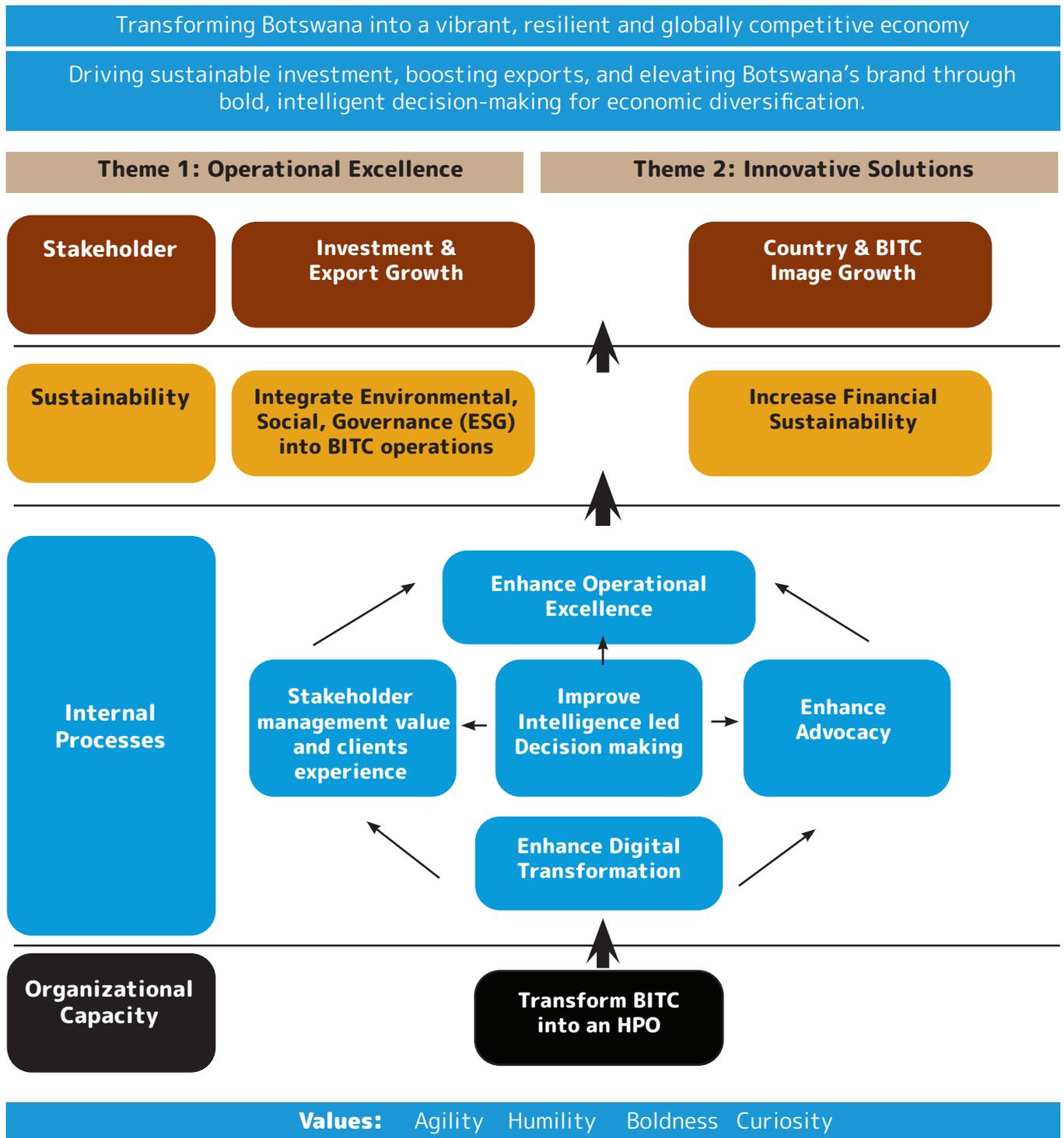
These are pillars of excellence which break the BITC vision into operational terms and represent the focus areas of the organization at high level strategy. The Themes cut across all business functions in BITC. Two (2) strategic themes have been identified for the BITC 2025-2030 Strategic Plan.

STRATEGIC THEME	STRATEGIC RESULT (desired end state)
Operational Excellence	Continual improvement of how the BITC achieves its optimal performance focusing on customer, employee engagement through intelligence led decision making
Innovative Solutions	Using new and improved methods and ideas to service BITC Clients



7. BITC STRATEGY MAP

The strategy map assisted BITC to visualize the entire strategy on a single sheet of paper. The map shows the cause-and-effect relationship between the components of the strategy, namely, performance perspectives and strategic objectives.

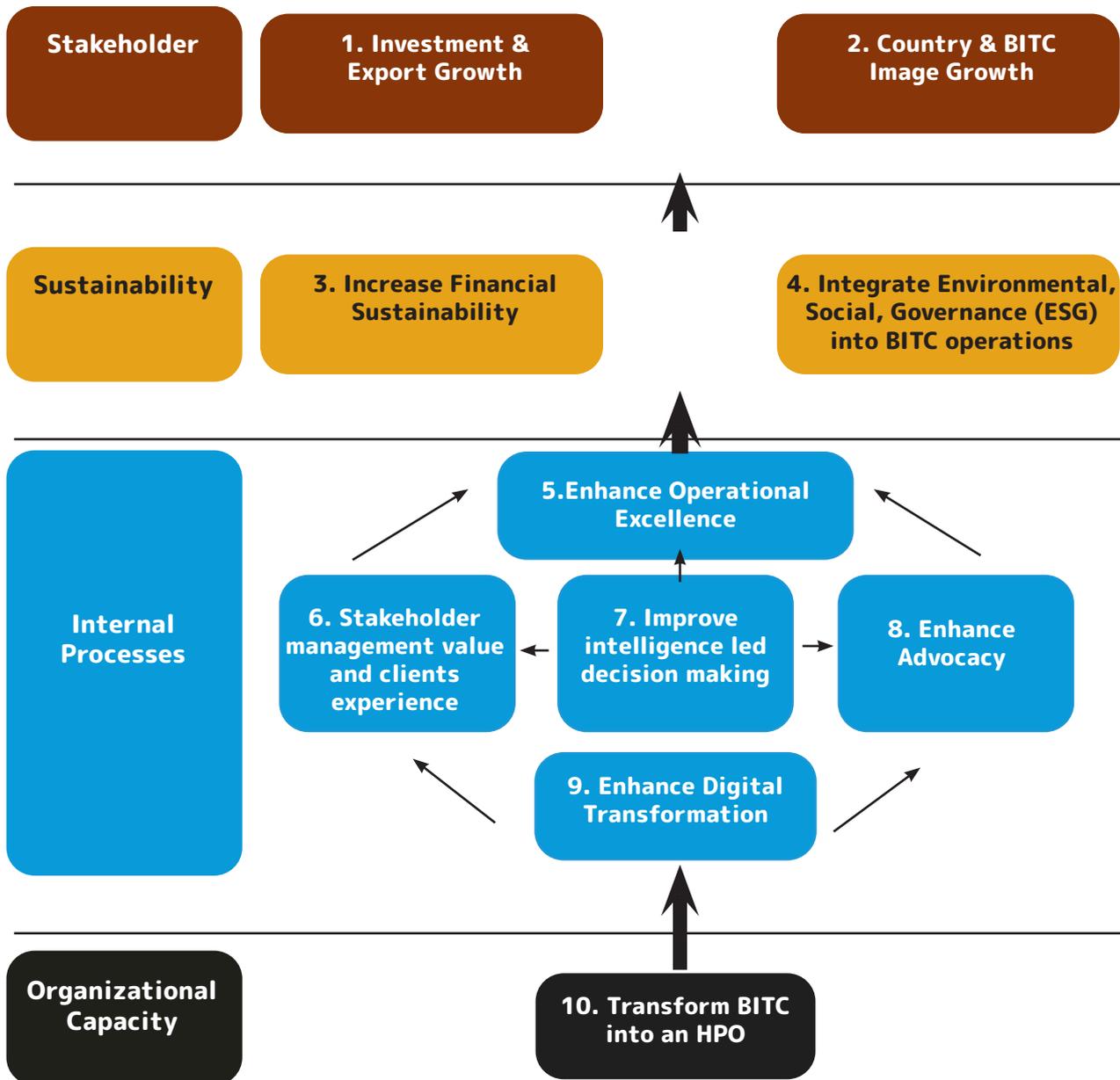




7.1 BITC Corporate Strategy Scorecard

MISSION:	Driving sustainable investment, boosting exports, and elevating Botswana's brand through bold, intelligent decision-making for economic diversification	
VISION:	Transforming Botswana into a vibrant, resilient and globally competitive economy	
STRATEGIC THEMES:	Operational Excellence	Innovative Solutions

PERSPECTIVES | STRATEGIC OBJECTIVE



Values: Agility Humility Boldness Curiosity



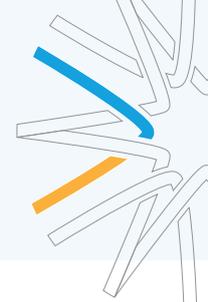
7.1 BITC Corporate Strategy Scorecard

KPI/MEASURE	TARGETS					STRATEGIC INITIATIVE
	25-26	26/27	27/28	28/29	29/30	
M.1.1: Export Earnings	6.5bn	8bn	9bn	9.5bn	10bn	Develop and implement Export and Investment Strategies and Plans
M.1.2: Value of Total Investment	13.6bn	17.5bn	22bn	26bn	30bn	
M.1.3: Foreign Direct Investment	5bn	5.5bn	6bn	6.5bn	7bn	Develop and Implement the BITC Comprehensive Investor Service Plan
M.1.4: Domestic Investment/ Expansion	8.6bn	12bn	16bn	19.5bn	23bn	
M.1.5: Jobs	13600	17500	22000	26000	30000	Implementation of the country Brand Strategy
M.1.6: No. Of conversions	10	14	16	18	20	
M.2.1: PR value generated	7m	8m	10m	12m	14m	Review and Implement BITC Marketing and Communications Plan
M.2.2: % Brand Awareness – BITC	n/a	85%	n/a	90%	n/a	
M.2.3: % Local Brand Awareness – BB	85%	n/a	90%	n/a	95%	
M.2.4: No. local Products listed	20	30	40	50	60	
M.3.1: % Contribution of revenue streams to organization	24%	28%	30%	30%	30%	Implement Property Investment Strategy Introduce and implementing cost saving initiatives Develop & Implement Sustainability Strategy Implement risk and audit assessment process for all business initiatives
M.3.2: Return on Investment (ROI)	1:137BWP (Investments FDI/DI + Expansions) 1:85 USD (Export Value)	1:140 BWP (Investments FDI/DI + Expansions) 1: 86 USD (Export Value)	1:143BWP (Investments FDI/DI + Expansions) 1: 87 USD (Export Value)	1:146BWP (Investments FDI/DI + Expansions) 1: 87USD (Export Value)	1:150 BWP (Investments FDI/DI + Expansions) 1: 87 USD (Export Value)	
M.3.3: % budget variance	5%	5%	5%	5%	5%	
M.4.1: % Implementation of ESG framework	85%	90%	95%	95%	95%	
M.5.1: % implementation of Process manual	95%	95%	95%	95%	95%	
M.5.2: % compliance to the reengineered Process	95%	95%	95%	95%	95%	Implementation of planned projects ((e.g. BEDP, GEB, Botswana Trade Portal, Export Promotion etc)
M.5.3: % Implementation of projects (e.g. BEDP, GEB, Botswana Trade Portal, Export Promotion)	95%	95%	95%	95%	95%	
M.5.4: % compliance to the Strategy management Framework	95%	95%	95%	95%	95%	Strategy implementation and monitoring services
M.6.1: % Stakeholder Satisfaction	85%	85%	85%	85%	85%	Develop and implement CRM system
M.6.2: % client satisfaction experience	85%	85%	85%	90%	95%	Develop and implement BITC digital transformation plan
M.7.1: # of Research Intelligence Reports developed and disseminate	14	14	14	16	18	Develop and Implement Research Agenda
M.8.1: # of Advocacy Proposals submitted	2	2	2	2	2	
M.8.2: % of recommendations adopted by the ministry	50%	55%	60%	65%	70%	Acquire Market Intelligence tools
M.9.1: % implementation of Digital Transformation projects	n/a	95%	95%	95%	95%	Review regional mapping opportunities/ projects & profile ready to offer investment opportunities (Project origination) Develop and implement BITC Stakeholder Engagement Plan Implement (Organizational) Client Experience Framework Develop and Implement BITC advocacy framework & plan
M.10.1: % employee rating	92%	93%	94%	94%	95%	Review of organizational Structure design to align with the new strategy Implement Performance Management System (PMS) Implement culture change initiatives (Pilediwa and Kgolo) Develop and implement Training and Development Plan
M.10.2: % employee satisfaction index	95%	95%	95%	95%	95%	



7.1 BITC Corporate Strategy Scorecard

Pers.	Objective	Measure/KPI	Baseline	Target			
				2025/26	2026/27	2027/28	
		Value of export earnings (Billions)	6.191bn	6.5bn	8bn	9bn	
		Value of total Investment (FDI,DI,EXPANSIONS)	6.76 bn	13.6bn	17.5bn	22bn	
		FDI	2.67bn	5bn	5.5bn	6.0bn	
		DI/Expansions	4.092bn	8.6bn	12bn	16bn	
			EXP-1.885bn	EXP-5bn	DI-4bn EXP-8bn	DI-5bn EXP -11bn	
		No. of Jobs created	6946	13600	17500	22000	
		No. Of conversions	7	10	14	16	
	Country and BITC image growth	PR value generated	11m	7m	8m	10m	
		% Brand Awareness – BITC	81.5%	N/A	85%	N/A	
		% Local Brand Awareness – BB	n/a	85%	N/A	90%	
		No. local Products listed	82	20	30	40	
	Sustainability	Increase financial sustainability	% Contribution of revenue streams to organization budget	20%	24%	28%	30%
			%Return on Investment (ROI)	n/a	1:137 BWP (Investments FDI/DI + Expansions) 1: 85 USD (Export Value)	1:140 BWP (Investments FDI/DI + Expansions) 1: 86 USD (Export Value)	1:143BWP (Investments FDI/DI + Expansions) 1: 87 USD (Export Value)
			% Budget variance	5%	5%	5%	5%
Integrate Environmental, Social, Governance (ESG) into BITC operations		% Implementation of ESG framework	n/a	85%	90%	95%	
Internal Processes		Enhance Operational excellence	% implementation of Process manual	n/a	95%	95%	95%
	% compliance to the reengineered Process		95%	95%	95%	95%	
	% Implementation of projects (e.g. BEDP, GEB, Botswana Trade Portal, Export Promotion)		100%	95%	95%	95%	
	% compliance to the Strategy management Framework		90%	95%	95%	95%	
	Enhance Digital Transformation	% implementation of Digital Transformation projects	n/a	95%	95%	95%	
	Enhance Stakeholder management and Client experience	% Stakeholder Satisfaction	86.5%	85%	85%	85%	
		% client satisfaction experience	92.6%	85%	85%	85%	
	Enhance advocacy	# of Advocacy Proposals submitted	3	2	2	2	
		% of recommendations adopted by the ministry	50%	50%	55%	60%	
	Improve intelligence led decision making	# of Research Intelligence Reports developed and Disseminated	22	14	14	14	



7.1 BITC Corporate Strategy Scorecard

2028/29		2029/30		Assumption	Initiative	Indicative Budget	Responsible	
	9.5bn		10bn		Develop and implement Export and Investment Strategies and Plans	P41,656,963	ED-IP	
	26bn		30bn			P35,036,129.3	ED-EXP	
	6.5bn		7.08bn					
	19.5bn		23bn			Develop and Implement the BITC Comprehensive Investor Service Plan	P4,577,150	ED-BF
	DI-5.5bn		DI-6bn					
	EXP-14bn		EXP-17bn					
	26000		30000	Financial and human resources	Implementation of the country Brand Strategy	P40,900,000	ED-BM	
	18		20			Review and Implement BITC Marketing and Communications Plan	P6,450,000	ED-BM
	12m		14m					
	90%		N/A					
	N/A		95%	Adequate resources (Financial & Human)	Implement Property Investment Strategy	P5,700,000	ED-BF	
	50		60			Introduce and implement cost saving initiatives	P250,000	ED-SS
	30%		30%					
	1:146BWP (Investments FDI/DI + Expansions)		1:150 BWP (Investments FDI/DI + Expansions)					
	1: 87USD (Export Value)		1: 87 USD (Export Value)			Develop & Implement Sustainability Strategy	P1,500,000	M-R&C
	5%		5%			Implement risk and audit assessment process for all business initiatives		D-IA M-R&C
	95%		95%					
	95%		95%					
	95%		95%	Financial Resources to implement digital transformation agenda	Develop and implement process mapping manual.		ED-ALL	
	95%		95%			Implementation of planned projects ((e.g. BEDP, GEB, Botswana Trade Portal, Export Promotion etc)		ED-ALL
	95%		95%			Strategy implementation and monitoring services	P1,350,000	ED-BI
	95%		95%			Develop and implement CRM system	P13,200,000	ED-SS
	95%		95%		Develop and implement BITC digital transformation plan		ED-SS	
	85%		85%		Develop and implement BITC Stakeholder Engagement Plan		ED-BM	
	90%		95%			Implement (Organizational) Client Experience Framework		ED-BM
	2		2		Develop and Implement BITC advocacy plan	P6,468,000	ED-BI	
	65%		70%					
	16		18		Develop and Implement Research agenda	P24,848,521	ED-BI	
						Acquire Market Intelligence tools		ED-BI
						Review regional mapping opportunities/projects & profile ready to offer investment opportunities(Project origination)		ED-BI



7.1 BITC Corporate Strategy Scorecard

Pers.	Objective	Measure/KPI	Baseline	Target		
				2025/26	2026/27	2027/28
Organizational Capacity	Transform BITC into an HPO	% employee performance rating	88.7%	92%	93%	94%
			N/A		95%	



7.1 BITC Corporate Strategy Scorecard

2028/29		2029/30	Assumption	Initiative	Indicative Budget	Responsible
94%		95%	Staff internalization of the Organizational culture High	Review of organizational Structure design to align with the new strategy		ED-SS
				Implement Performance Management System (PMS)		
				Implement culture (Pilediwa) change initiatives (Dikgosi and Kgolo)	P1,380,000	ED-SS
				Develop and implement Training and Development Plan		ED-SS
						ED-SS



8. STRATEGIC RISK PROFILING

This Strategic Risk log employs a best-practice approach by systematically identifying risks that could impede BITC's priorities such as investment promotion, operational excellence, and stakeholder trust and linking them to specific strategic objectives. Effective risk management is a structured process that ensures Botswana Investment and Trade Centre (BITC) achieves its strategic goals while proactively addressing uncertainties.

The risks are then assessed in terms of likelihood and impact using a standardized matrix, ensuring a clear prioritization process. Additionally, actionable mitigation measures are formulated to reduce risks and prepare for unforeseen challenges. It is also important to inculcate a culture of continuous monitoring and to ensure the risk management process remains dynamic and adaptable. This approach integrates risk management as a core component of BITC's strategy, fostering resilience and enhancing decision-making across all initiatives.

STRATEGY RISK CATEGORY	CORRESPONDING STRATEGY OBJECTIVES	LIKELIHOOD	IMPACT	EXPOSURE	PROPOSED MITIGATION MEASURES
Global Market & Competition Risk - Economic slowdowns in key markets can significantly reduce FDI flows and export demand, directly impacting BITC's ability to meet targets and maintain financial sustainability. As countries globally enhance their investment promotion efforts, BITC faces increasing competition for a limited pool of quality investments.	<ul style="list-style-type: none"> Investment & Export Growth; Country and BITC image growth; Increase financial sustainability; Enhance advocacy 	4	4	16	<ul style="list-style-type: none"> Diversify target markets and investor sources to reduce dependency on any single economy. Develop counter-cyclical investment attraction strategies focusing on sectors that perform well during downturns. Conduct regular competitive benchmarking against similar agencies Establish strategic partnerships that enhance competitive positioning Advocate for improved Investor Incentive Framework to enhance attractiveness Implement Project Origination Approach Implement Policy Advocacy Framework
Strategic-Inherent Risk - Vulnerabilities embedded within BITC's core strategic framework may undermine achievement of BITC's objectives for country image enhancement, financial sustainability, operational excellence, and transformation into a high-performance organization	<ul style="list-style-type: none"> Enhance Operational Excellence; Integrate Environmental, Social, Governance (ESG) into BITC Operations; Enhance Stakeholder Management and Client Experience; Transform BITC into an HPO 	3	4	12	<ul style="list-style-type: none"> Establish proactive country image management capabilities with rapid response protocols for addressing misconceptions Create regulatory compliance frameworks ensuring digital transformation maintains data sovereignty and security Implement client intelligence systems tracking evolving investor priorities and enabling value proposition refinement



STRATEGY RISK CATEGORY	CORRESPONDING STRATEGY OBJECTIVES	LIKELIHOOD	IMPACT	EXPOSURE	PROPOSED MITIGATION MEASURES
Geopolitical - Encompasses threats to BITC's mission stemming from shifting global trade dynamics, regional political developments, and changing international economic relationships affecting Botswana's competitive position.	<ul style="list-style-type: none"> Country and BITC Image Growth, Increase Financial Sustainability, Integrate ESG into BITC Operations, Enhance Operational Excellence, Investment & Export Growth; Enhance Digital Transformation, Enhance Stakeholder Management and Client Experience, Enhance Advocacy, Improve Intelligence-Led Decision Making, Transform BITC into a High-Performance Organization 	3	5	15	<ul style="list-style-type: none"> Implement quarterly competitive positioning assessments benchmarking Botswana against key competitors Develop sector-specific value propositions highlighting unique advantages in priority industries Establish comprehensive image tracking metrics measuring global perception shifts
Conduct risk - Encompasses behaviors, processes, or cultural elements within BITC that could undermine client experience, stakeholder trust, operational excellence, and the organization's transformation into an HPO.	<ul style="list-style-type: none"> Enhance Operational Excellence; Integrate Environmental, Social, Governance (ESG) into BITC Operations; Enhance Stakeholder Management and Client Experience; Transform BITC into an HPO 	2	4	8	<ul style="list-style-type: none"> Implement comprehensive client journey mapping with service consistency metrics across all touchpoints Create ESG performance dashboards with transparent reporting on organizational compliance Establish digital ethics frameworks governing data collection, usage, and sharing practices Develop decision intelligence protocols ensuring systematic application of insights to strategic choices
ESG & Sustainability Risk - With ESG becoming a critical factor in investment decisions, inadequate ESG integration poses significant reputational and operational risks.	<ul style="list-style-type: none"> Integrate Environmental, Social, Governance (ESG) into BITC operations; Increase financial sustainability, Investment & Export Growth 	3	3	9	<ul style="list-style-type: none"> Develop comprehensive ESG implementation roadmap within BITC operations Create ESG-focused investment incentives and support programs Provide staff training on ESG principles and implementation
Technological Innovation & Cyber Risk - Failed digital initiatives can waste resources, disrupt operations, and undermine BITC's modernization efforts. Handling sensitive investor data creates vulnerability to cyber-attacks that could severely damage trust and reputation.	<ul style="list-style-type: none"> Enhance Digital Transformation; Enhance Operational excellence; Transform BITC into an HPO 	3	4	12	<ul style="list-style-type: none"> Implement phased approach to digital transformation with clear milestones Ensure executive sponsorship and cross-functional implementation teams Implement comprehensive cybersecurity framework with regular audits



STRATEGY RISK CATEGORY	CORRESPONDING STRATEGY OBJECTIVES	LIKELIHOOD	IMPACT	EXPOSURE	PROPOSED MITIGATION MEASURES
Strategic Information asymmetry - Intelligence gaps represent critical vulnerabilities in BITC's ability to deliver maximum community impact, optimize resource allocation, and maintain stakeholder trust.	<ul style="list-style-type: none"> Enhance Digital Transformation; Improve intelligence led decision making 	2	4	8	<ul style="list-style-type: none"> Implement formal knowledge documentation systems to capture institutional knowledge Establish regular community listening sessions and feedback mechanisms Form strategic alliances with research institutions and think tanks
Stakeholder Relationship Risk - Divergent priorities among government agencies, private sector, and international partners can undermine BITC initiatives.	<ul style="list-style-type: none"> Enhance Stakeholder management and Client experience; Enhance advocacy 	3	4	12	<ul style="list-style-type: none"> Develop stakeholder mapping and engagement strategy with clear responsibilities Establish regular consultation mechanisms with key stakeholder groups
Regulatory & Compliance Risk - Unfavorable shifts in trade policies, investment regulations, or taxation in home or target markets affecting export competitiveness and investor attraction.	<ul style="list-style-type: none"> Investment & Export Growth; Integrate Environmental, Social, Governance (ESG) into BITC Operations; Enhance advocacy 	3	5	15	<ul style="list-style-type: none"> Develop regulatory monitoring and early warning system Enhance advocacy capabilities to influence policy development
Human Capital Risk - Inability to attract or retain skilled personnel with necessary expertise in high-priority areas, hampering the transformation into a High-Performance Organization.	<ul style="list-style-type: none"> Enhance Operational excellence; Transform BITC into an HPO 	3	4	12	<ul style="list-style-type: none"> Develop comprehensive talent management strategy Implement competitive compensation and benefits packages Create talent development programs with clear progression paths Implement BITC Employee Value Proposition Framework

RISK MATRIX

LEGEND

		Impact						
		1	2	3	4	5		
Likelihood	1	LOW	LOW	LOW	MEDIUM	MEDIUM	LOW Very unlikely to occur; can be ignored as the probability is near zero. Minimal impact if it happens.	
	2	LOW	MEDIUM	MEDIUM	HIGH	HIGH		MEDIUM Has a fair likelihood of occurring; could disrupt plans or require moderate adjustments.
	3	LOW	MEDIUM	HIGH	HIGH	EXTREME		
	4	MEDIUM	HIGH	HIGH	HIGH	EXTREME		HIGH Likely to happen; would significantly affect the agency's ability to achieve its objectives.
	5	HIGH	HIGH	EXTREME	EXTREME	EXTREME		



10. APPENDICES

10.1 APPENDIX 1: MEASURE DEFINITIONS

KPI Code	KPI/ Measure	Definition
M.1.1	Export Earnings	The value of exports recorded from BITC companies (these are companies that BITC provides with export interventions such as export promotion missions, contact missions and BEDP)
M.1.3	Foreign direct Investment	The value of FDI (greenfield & brownfield) recorded from the BITC accredited companies during the period under review
M.1.4	Domestic investment / Expansions	The value of Domestic Investment (greenfield & brownfield) and expansions recorded from the local BITC accredited companies during the period under review
M.1.5	Jobs	The number of new jobs created from FDI
M.1.6	No. Of conversions	The number of BITC companies that converted
M.2.1	PR value generated	Measures the value of unpaid BITC media coverage on traditional and digital media
M.2.2	% Brand Awareness – BITC	Awareness levels of the BITC brand by the local market
M.2.3	% Local Brand Awareness – BB	Awareness levels of Brand Botswana brand by the local market
M.2.4	No. local Products listed	The number of local products listed in local retailers as facilitated by BITC
M.3.1	% Contribution of revenue streams to organization	Value in % contribution of any income other than subvention to the budget
M.3.2	Return on Investment (ROI)	Comparison of gain relative to cost
M.3.4	%budget variance	Comparison of year to date (YTD) actual expenditure and Budget for the period
M.4.1	% Implementation of ESG framework	The extent to which BITC has adopted and integrated Environmental, Social, and Governance (ESG) principles into its operations, policies, and decision-making processes.
M.5.1	% implementation of Process manual	The extent to which the documented process manual has been put into practice within BITC
M.5.2	% compliance to the reengineered Process	Level at which the organization is adhering to the developed governance framework
M.5.3	% Implementation of projects (e.g. BEDP, GEB, Botswana Trade Portal, Export Promotion)	The extent to which BITC's key projects are executed as planned, tracking progress against set milestones and deliverables
M.5.4	% compliance to the Strategy management Framework	The extent to which BITC adheres to its established SMF, ensuring alignment with strategic planning, execution, monitoring, and reporting processes.
M.6.1	% Stakeholder Satisfaction	The development of the BITC Stakeholder Matrix and coordination of the BITC stakeholder engagement plan to manage relationships with key businesses and stakeholders to influence positive outcomes
M.6.2	% client satisfaction experience	The rating on the extent to which BITC meets service standards for internal and external customers
M.7.1	# of Research Intelligence Reports developed and disseminate	Level of research intelligence reports created and shared with stakeholders over a specific period which are instrumental in decision making.
M.8.1	# of Advocacy Proposals submitted	No. of investor advocacy recommendations submitted to the ministry for approval
M.8.2	% of recommendations adopted by the ministry	% investor advocacy recommendations implemented by the ministry
M.9.1	% implementation of Digital Transformation projects	The level of implementation of key digital transformation projects.
M.10.1	% employee rating	% of staff who have rated 8 or more out of 10, on performance
M.10.2	% employee satisfaction index	The % rating of the OEE survey



10.2 APPENDIX 2: INITIATIVE OWNER

PERS.	OBJECTIVE	INITIATIVE	INITIATIVE OWNER
STAKEHOLDER	1. Investment and Export Growth	Develop and implement Export and Investment Strategies and Plans	ED-IP ED-EXP
		Develop and Implement the BITC Comprehensive Investor Services Plan	ED-BF
	2. Country & BITC Image growth	Implement the Country Brand Strategy	ED-BM
		Review and Implement BITC Marketing and Communications Plan	
SUSTAINABILITY	3. Increase Financial Sustainability	Implement Property Investment Strategy	ED-BF
		Introduce and implement cost saving initiatives	ED-SS
	4. Integrate Environmental, Social, Governance (ESG) into BITC operations	Develop & Implement Sustainability Strategy	M-R&C
		Implement risk and audit assessment process for all business initiatives	D-IA M-R & C
5. Enhance Operational excellence	Develop and implement process mapping manual.	ED-ALL	
	Implementation of planned projects ((e.g. BEDP, GEB, Botswana Trade Portal, Export Promotion)	ED-ALL	
	Strategy implementation and monitoring services	ED-BI	
INTERNAL PROCESS	6. Enhance Digital Transformation	Develop and implement an effective and efficient CRM system	ED-SS
		Develop and implement BITC digital transformation plan	
	7. Enhance Stakeholder management and Client experience	Develop and implement BITC Stakeholder Engagement Plan	ED-BM
		Implement (Organizational) Client Experience Framework	
8. Enhance Advocacy	Develop and Implement BITC advocacy framework plan	ED-BI	
9. Improve intelligence led decision making	Develop and Implement Research Agenda Acquire Market Intelligence tools Review regional mapping opportunities/projects & profile ready to offer investment opportunities (Project origination)	ED-BI	
ORGANISATIONAL CAPACITY	10. Transform BITC to High Performance Organization (HPO)	Review of organizational Structure design to align with the new strategy Implement Performance Management System (PMS) Implement culture change initiatives (Pilediwa and Kgolo) Develop and implement Training and Development Plan	ED-SS



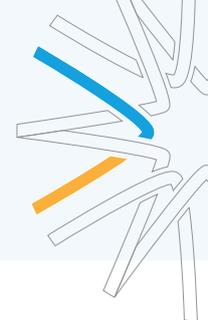
10.3 APPENDIX 3: IMPLEMENTATION PLAN

Strategic Initiatives	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Develop and Implement the Export Go to Market Strategy/ Plan	1.Export Go-to-Market Strategy/[plan] 2.BEDP (Training & awareness workshops, aftercare visits) 3.Global Expo 4.Trade Promotion Missions – 8 5.Trade Portal management	Export Go-to-Market Strategy/[plan] - 2.BEDP (Training & awareness workshops, aftercare visits) 3.Global Expo 4.Trade Promotion Missions – 10 5.Trade Portal management	Export Go-to-Market Strategy/[plan] 2.Review BEDP (Training & awareness workshops, aftercare visits) 3.Global Expo 4.Trade Promotion Missions – 10 5.Trade Portal management	Export Go-to-Market Strategy/[plan] 2.BEDP (Training & awareness workshops, aftercare visits) 3.Global Expo 4.Trade Promotion Missions – 10 5.Trade Portal management	Export Go-to-Market Strategy/[plan] 2.BEDP (Training & awareness workshops, aftercare visits) 3.Global Expo 4.Trade Promotion Missions – 10 5.Trade Portal management
Develop and Implement the Investment Go to Market Strategy/ Plan	1.Investment Go-to-Market Strategy/[plan] 2.Targeted investment Promotion and attraction: (inward & outward) 3.Investment projects packaging and promotion (Project origination) 4.IFSC revitalization Project 5.Greenfield Investment Pipeline management	1.Investment Go-to-Market Strategy/[plan] 2.Targeted investment Promotion and attraction: (inward & outward) 3.Investment projects packaging and promotion (Project origination) 4. Sector Webinars & Investor Roundtables 5.IFSC revitalization Project 6. Greenfield Investment Pipeline management	1.Investment Go-to-Market Strategy/[plan] 2.Targeted investment Promotion and attraction: (inward & outward) 3.Investment projects, packaging and promotion (Project origination) 4. Sector Webinars & Investor Roundtables 5.IFSC revitalization Project 6.Greenfield Investment Pipeline management	1.Investment Go-to-Market Strategy/[plan] 2.Targeted investment Promotion and attraction: (inward & outward) 3.Investment projects, packaging and promotion (Project origination) 4. Sector Webinars & Investor Roundtables 5. IFSC revitalization Project 6. Greenfield Investment Pipeline management	1.Investment Go-to-Market Strategy/[plan] 2.Targeted investment Promotion and attraction: (inward & outward) 3.Investment projects packaging and promotion (Project origination) 4. Sector Webinars & Investor Roundtables: 5. IFSC revitalization Project 6. Greenfield Investment Pipeline management
Develop and Implement the BITC Retention and Expansion Program	1.Retention and Expansion Programme 2.Retention and Expansion Plan 3.Brownfield Investment Pipeline management	1.Retention and Expansion Programme 2.Retention and Expansion Plan 3.Brownfield Investment Pipeline management	1.Retention and Expansion Programme 2.Retention and Expansion Plan 3.Brownfield Investment Pipeline management	1.Retention and Expansion Programme 2.Retention and Expansion Plan 3.Brownfield Investment Pipeline management	1.Review of the Retention and Expansion Programme Retention and Expansion Plan Brownfield Investment Pipeline management



10.3 APPENDIX 3: IMPLEMENTATION PLAN

Strategic Initiatives	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Introduce and implement cost saving initiatives Financial	<ol style="list-style-type: none"> 1. Financial sustainability Framework- Development 2. Cost saving initiatives Revenue Enhancements 3. Income generation Initiatives 	<ol style="list-style-type: none"> 1. Financial sustainability Framework 2. Cost saving initiatives Revenue Enhancements 3. Income generation Initiatives 	<ol style="list-style-type: none"> 1. Review Financial sustainability Framework 2. Review of cost saving initiatives 3. Cost saving initiatives Revenue Enhancements 4. Income generation Initiatives 	<ol style="list-style-type: none"> 1. Financial sustainability Framework 2. Cost saving initiatives Revenue Enhancements 3. Income generation Initiatives 	<ol style="list-style-type: none"> 1. Financial sustainability Framework 2. Cost saving initiatives Revenue Enhancements 3. Income generation Initiatives
Develop and Implement Framework Environmental, Social, Governance (ESG) into BITC operations	<ol style="list-style-type: none"> 1. BITC ESG Framework 2. ESG Assessment Tools 	<ol style="list-style-type: none"> 1. BITC ESG Maturity Assessment 2. ESG capacity building 3. Upgrade of the Audit Working Paper Software – Teammate 	<ol style="list-style-type: none"> 1. Regional partnerships- ESG 2. ESG excellence certification seal 3. ESG Knowledge Hub for investors 4. R&D partnerships with Academia 5. Development and Implementation of Quality Assurance Improvement Programme (QAIP) 	<ol style="list-style-type: none"> 1. Regional partnerships- ESG 	<ol style="list-style-type: none"> 1. Regional partnerships- ESG
Implement Property Investment Strategy	<ol style="list-style-type: none"> 1. Project Planning (Designs, feasibility studies, prioritization of sites etc.) 2. Fundraising for implementation of the Property Strategy 3. Acquisition in Strategic Locations for development 	<ol style="list-style-type: none"> 1. Fundraising for implementation of the Strategy 2. Acquisition and development in Strategic Locations 3. Property Strategy Budget Review 	<ol style="list-style-type: none"> 1. Strategic partnerships 2. Fundraising for implementation of the Strategy 3. Acquisition and development in Strategic Locations 	<ol style="list-style-type: none"> 1. Fundraising for implementation of the Strategy 2. Acquisition and development in Strategic Locations 3. Strategic partnerships 	<ol style="list-style-type: none"> 1. Review Strategy 2. Fundraising for implementation of the Strategy (P250 000) 3. Acquisition and development in Strategic Locations (P100 000)



10.3 APPENDIX 3: IMPLEMENTATION PLAN

Strategic Initiatives	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Implementation of the Country Brand Strategy	<ol style="list-style-type: none"> 1.Pride and Patriotism Campaign 2. International Media Campaign (with Global Venturer Partners) 3. BITC Marketing Promotions 4. #PushaBW Campaign 5.National Brand Council 6. Buy Botswana Policy 	<ol style="list-style-type: none"> 1.National Brand Council 2.International Media Campaign (with Global Venturer Partners) 3.Botswana promotion information kit 4.PUSHABW Campaign 4.Review - Pride and Patriotism Campaign 5.Global Botswana Diamond Marketing Campaign (With Ministry of Minerals) 	<ol style="list-style-type: none"> 1.International Media campaign 2.Review of the PUSHABW Campaign 3.Pride and Patriotism Campaign 4.Global Botswana Diamond Marketing Campaign (With Ministry of Minerals) 	<ol style="list-style-type: none"> 1.International Media campaign 2.PUSHABW Campaign 3.Pride and Patriotism Campaign 4.Global Botswana Diamond Marketing Campaign (With Ministry of Minerals) 	<ol style="list-style-type: none"> 1.International Media campaign 2.PUSHABW Campaign 3.Pride and Patriotism Campaign 4.Global Botswana Diamond Marketing Campaign (With Ministry of Minerals)
Implement the Culture Change initiatives	<ol style="list-style-type: none"> 1. Pilediwa Projects -Dikgosi Framework -Kgolo Leadership Programme -Thuto letlotlo (Peer to peer) -Knowledge exchange programme 2.Performance Management System (PMS) 	<ol style="list-style-type: none"> 1.Pilediwa Projects -Dikgosi Framework - Kgolo Leadership Programme -Thuto Letlotlo (Peer to peer) -Knowledge exchange programme 2.Performance Management System (PMS) 	<ol style="list-style-type: none"> 1.Review of the Pilediwa Projects -Dikgosi Framework - Kgolo Leadership Programme- -Thuto letlotlo (Peer to peer) -Knowledge exchange programme 2.Performance Management System (PMS) 	<ol style="list-style-type: none"> 1.Pilediwa Projects -Dikgosi Framework - Kgolo Leadership Programme -Thuto letlotlo (Peer to peer) -Knowledge exchange programme 2.Performance Management System (PMS) 	<ol style="list-style-type: none"> 1.Pilediwa Project -Dikgosi Framework - Kgolo Leadership Programme -Thuto letlotlo (Peer to peer) -Knowledge exchange programme 2.Performance Management System (PMS)
Develop and implement BITC digital transformation plan	<ol style="list-style-type: none"> 1.Digital Transformation Plan 2. Cloud Migration Strategy 	<ol style="list-style-type: none"> 1.AI-powered CRM System- Phase 	<ol style="list-style-type: none"> 1. AI-powered CRM System- Phase 2 2. E-Commerce Platform 3. Virtual & Augmented Reality Integration 4. Security Operations Centre & Security Incident & Events Monitoring Solution (SIEM) 	<ol style="list-style-type: none"> 1.BOSSC Integration 	<ol style="list-style-type: none"> 1.Business Contact Centre



10.3 APPENDIX 3: IMPLEMENTATION PLAN

Strategic Initiatives	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Improve intelligence-led decision making	<ul style="list-style-type: none"> 1. Market studies/ Profiles 2. Sector Studies 3. Surveys 4. Identification and packaging of bankable projects (Project Origination) 	<ul style="list-style-type: none"> 1. Market studies/ Profiles 2. Sector Studies 3. Surveys 4. Identification and packaging of bankable projects (Project Origination) 4. Trade and investment Publication 5. Market selection (P700 000) 	<ul style="list-style-type: none"> 1. Market studies/ Profiles 2. Sector Studies 3. Surveys 4. Identification and packaging of investment projects (Project Origination LED projects and Regional mapping update) 5. Trade and Investment Publication 6. Feasibility study 	<ul style="list-style-type: none"> 1. Market studies/ Profiles 2. Sector Studies 3. Surveys 4. Identification and packaging of investment projects (Project Origination LED projects and Regional mapping update) 5. Trade and Investment Publication 	<ul style="list-style-type: none"> 1. Market studies/ Profiles 2. Sector Studies 3. Surveys 4. Identification and packaging of investment projects (Project Origination LED projects and Regional mapping update) 5. Trade and Investment Publication
Develop and Implement BITC advocacy Programme	<ul style="list-style-type: none"> 1. Advocacy Programme 	<ul style="list-style-type: none"> 1. Advocacy Programme 	<ul style="list-style-type: none"> 1. Advocacy Programme 	<ul style="list-style-type: none"> 1. Review and Implement the Advocacy Programme 	<ul style="list-style-type: none"> 1. Advocacy Programme
Implementation of the Marketing & Comms Strategy	<ul style="list-style-type: none"> 1. BITC National Roadshow 2. Review & implementation of the BITC Marketing & Comms strategy 3. Implementation Of #ReGodisaBotswana campaign 4. Local media engagement/ partnerships – (investment, export and country brand master class) 5. Implement (Organizational) Client Experience Framework 	<ul style="list-style-type: none"> 1. BITC National Roadshow 2. Implementation of #ReGodisaBotswana campaign 3. Local media engagement/ partnerships - investment, export and country brand master class 4. Implement (Organizational) Client Experience Framework 	<ul style="list-style-type: none"> 1. BITC National Roadshow 2. Local media engagement/ partnerships - investment, export and country brand master class 3. Review of the (Organizational) Client Experience Framework 	<ul style="list-style-type: none"> 1. BITC National Roadshow 2. Local media engagement/ partnerships - investment, export and country brand master class 	<ul style="list-style-type: none"> 1. BITC National Roadshow 2. Local media engagement/ partnerships - investment, export and country brand master class



10.4 APPENDIX 4: 2025-2030 INDICATIVE STRATEGY PLAN BUDGET

2025-2030 INDICATIVE STRATEGY PLAN BUDGET							
Objective	Strategic Initiative	Projected Resource Requirements (BWP)					Total
		2025-26	2026-27	2027-28	2028-29	2029-30	
Investment and Export Growth	Develop and Implement the Export Go to Market Strategy/Plan	5,666,864.25	6,329,050	7,050,702	7,632,510	8,357,003	35,036,129.3
	Develop and Implement the Investment Go to Market Strategy/Plan	3,887,406 IFSC: P15 000 000	7,957,197	8,378,791.20	9,884,349.44	11,549,219.33	41,656,963
	Develop and Implement the BITC Retention and Expansion Program	502,100	880,000	968,000	1,060,500	1,166,550	4,577,150
Country and BITC image growth	Implementation of the Country Brand Strategy	2,400,000	8,500,000	10,000,000	10,000,000	10,000,000	40,900,000
	Implementation of the Marketing & Comms Strategy	2,000,000	1,650,000	1,000,000	900,000	900,000	6,450,000
Increase financial sustainability	Identify and implement cost saving initiatives Financial	50,000	50,000	50,000	50,000	50,000	250,000
	Develop and Implement Framework Environmental, Social, Governance (ESG) into BITC operations	0	700,000	600,000	100,000	100,000	1,500,000
	Implement Property Investment Strategy	4,000,000	350,000	350,000	350,000	650,000	5,700,000
Enhance operational excellence	Review and implement the Strategy Management Framework	150,000	150,000	750,000	150,000	150,000	1,350,000
Enhance digital transformation	Develop and implement BITC digital transformation plan	500 000	6,000,000	5,200,000	1,000,000	1,000,000	13,200,000
Improve intelligence-led decision making	Improve intelligence led decision making	1,570,921	4,900,000	5,050,000	6,058,000	7,269,600	24,848,521
Enhance Advocacy	Advocacy Programme	0	1,000,000	1,200,000	1,940,000	2,328,000	6,468,000
Transform BITC into an HPO	Implement the Culture Change initiatives	100,000	320,000	320,000	320,000	320,000	1,380,000
		20,327,291	38,786,247	40,917,493	39,445,359	43,840,372	183,316,763

- 1 IFSC Revitalization Project budget of P15 000 000 not in the OPEX Budget, financed through Partnerships
- 2 Develop and implement BITC digital transformation plan budget is captured in the CAPEX budget



10.5 APPENDIX 5: COMMUNICATION PLAN – BITC STRATEGY PLAN 2025-2030

The BITC 2025-26 Strategy, Communication Plan seeks to engage different stakeholders and staff on the Strategic directions that the Organization intends to take in the next 5 years. This will help align stakeholders with the Organization’s vision and goals, build trust and credibility, minimize resistance and drive engagement and support. The Plan ensures that the right message is delivered to the right audience at the right time. It begins with a pre-launch phase that seeks to tease transformation by building anticipation and curiosity among BITC staff on what is yet to come through the Corporate Strategy. This involves a series of activities that lead to the internal Strategy Launch where the actual Strategy is revealed and unpacked to staff.

Post the internal launch intensive Stakeholder engagements will be undertaken to build support and buy-in, gather valuable feedback and insights and foster a sense of ownership and accountability. This creates a shared understanding of the Strategy Plan for better outcomes.

Below is a breakdown of the Communication plan and the planned activities.

INTERNAL COMMUNICATIONS	EXTERNAL COMMUNICATIONS
<p>Pre-Launch Phase: Building Anticipation “Tease the Transformation”</p> <ul style="list-style-type: none"> • Goal: Build anticipation and curiosity across BITC • Cascading the Strategy among staff through different engagements 	<p>Stakeholder Engagement</p> <p>- Target Groups:</p> <ul style="list-style-type: none"> • Minister & MTE Leadership • Office of the President • Ministry of Finance • Business Botswana • Key Public Sector & Private Sector Stakeholders • BITC Clients & Investors • Media & Public*
<p>Launch</p> <p>Unveil the new Corporate Strategy through the unified identity of Re Godisa Botswana</p> <ul style="list-style-type: none"> • Strategy reflections • Walk through Experiences • Pledge by staff committing to support implementation 	<p>Engagement Formats:</p> <ul style="list-style-type: none"> • Interactive Briefings & Forums with EXCO • Strategy Roundtables with stakeholders (investment, export, tourism etc) • Stakeholder Booklets with KPIs and collaboration opportunities • Branded “Strategy-on-a-Page” documents
<p>Post-Launch Phase: Embedding the Strategy “Live The Strategy”</p> <ul style="list-style-type: none"> • Goal: Reinforce, embed and activate strategy through daily work and dialogue • Showcase uptake and progress of the strategy through strategy kgotla sessions, CEO’s quarterly strategy videos, strategy pulse surveys and culture alignment session. 	
<p>Post-Launch Phase: Embedding the Strategy “Live the Strategy”</p> <ul style="list-style-type: none"> • Goal: Reinforce, embed and activate strategy through daily work and dialogue. • Staff quiz through promoting fun competition, visual reminders by keeping the vision top of mind and translating the strategy into actionable behaviour and embedded new values. 	

