



Integrated Country Strategy

Botswana

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1. Chief of Mission Priorities

Botswana is one of Africa's great democratic and development success stories. It is one of the continent's longest-standing multi-party democracies and one of the United States' most reliable partners in Africa. It hosts the International Law Enforcement Academy for Africa (ILEA), a Voice of America broadcasting station, and other programs central to U.S. national security interests. Botswana's security forces are capable and, if they were to re-engage in peacekeeping, could contribute professional and relatively well-equipped units. The country has forged an independent foreign policy and publicly sided with the United States on sensitive regional and international issues. Botswana and the United States are mutually committed to controlling the HIV epidemic and have successfully worked together since 2003 to bring the country within sight of this goal.

It is in the best interest of the United States that Botswana continues to be successful and remains a strong and stable American partner that can provide positive leadership in international fora and regional bodies such as the Southern African Development Community (SADC). With its upper middle income economic status and democratic history, Botswana is a source of hope for others and an example of what is possible in Africa. Botswana has also experienced real stresses and growing pains: decades of stability and growth have led to a sense of complacency and insularity at a time when the country faces serious challenges with economic stability, health, and governance. Botswana's future success requires improved health outcomes for its people; protection and sustainable management of its natural resources, particularly its wildlife and ecosystems; business growth and employment opportunities, especially for its youth; and strengthened democratic institutions.

Botswana's democratic success belies concerns over governance and human rights issues. The consolidated power in the executive branch undermines the authority of parliament and the judiciary to serve as credible, independent bodies. Public dissatisfaction with the ruling party's inability to deliver on job creation has increased, as well as the possibility that opposition parties—if organized—may win the 2019 elections.

The political and economic model that bolstered Botswana's remarkable success is no longer able to assure its future. Decisions taken now will determine if it can maintain its status as an upper middle income country. Botswana remains overly dependent on diamond mining, which is volatile and susceptible to decreases in demand, yet accounts for 80 percent of its foreign exchange earnings and approximately one-third of government revenue. This reliance on diamonds has led to a slow deterioration of economic conditions in Botswana. Once diamond mining ceases to be profitable, Botswana's economy will be significantly impacted, with some observers claiming GDP per capita could plummet by up to 50 percent.

Botswana continues to be challenged by an HIV epidemic with nearly 14,000 new infections every year. In 2017, an estimated 378,000 adults and children in Botswana were living with HIV. The Government of Botswana (GoB) shares our commitment to controlling the HIV epidemic and offers anti-retroviral treatment to all citizens who test positive for HIV, which should help improve individual and population health outcomes, reduce HIV transmission and lead to long-term cost savings. Botswana's success in responding to HIV/AIDS is built on the

GoB's commitment and ability to provide comprehensive health services to its citizens, but there is still work to be done to achieve epidemic control and ensure the sustainability of the government's response.

SADC is the region's only intergovernmental organization focused on furthering socio-economic cooperation and integration as well as political and security cooperation among its 16 member states. Unfortunately, SADC is a weak institution with few incentives to perform. It is important SADC achieve its mandate of regional integration for Botswana to build on its past successes and achieve true broad-based economic diversification.

Our ICS Mission Goals seek to address these challenges by leveraging the unique skills of all agencies at Post, while focusing on key areas in the national interests of the United States. They flow directly from the President's 2017 National Security Strategy and the Department of State/USAID Joint Regional Strategy. Our four goals are:

1. Botswana has institutions, policies, and practices which respond to the needs and improve equitably the lives of its inhabitants;
2. Botswana engages in diversified and sustainable development which benefits all sectors of its society; and
3. The United States partners with Botswana and the SADC to advance regional security cooperation and regional integration.
4. Protect and provide essential services to resident Americans, U.S. investors, and increasing numbers of U.S. tourists visiting Botswana.

Our ICS goals are clear and achievable. They build on Botswana's notable achievements and success from being one of the world's least developed nations at independence in 1966 to upper middle income status. They also look beyond Botswana's borders at the positive role the country can play both internationally and regionally - a crucial element in the southern African context given SADC's role in political and economic integration. These goals require a coordinated U.S. government effort across agencies and between the field and headquarters, as well as sustained and robust diplomatic, commercial, development, and defense engagement with Botswana and SADC.

2. Mission Strategic Framework

Mission Goal 1: Botswana has institutions, policies, and practices which respond to the needs and improve equitably the lives of its inhabitants.

Mission Objective 1.1: Botswana creates legal, social, and physical environments which promote good health for all.

Mission Objective 1.2: Botswana has strong institutions which promote accountable, transparent, and democratic governance, protecting the rule of law and human rights for all.

Mission Goal 2: Botswana engages in diversified and sustainable development which benefits all sectors of its society.

Mission Objective 2.1: Botswana develops an enabling business environment promoting robust trade with the United States and other international partners and encourages foreign direct investment and private sector growth.

Mission Objective 2.2: Botswana works with the United States and other regional and international partners to improve its sustainable and economically beneficial management of natural resources.

Mission Goal 3: The United States will partner with Botswana and SADC to advance regional security capacity and regional integration to protect the American homeland from potential security, health, and environmental threats.

Mission Objective 3.1: Botswana and SADC's security institutions prevent, mitigate, and enable resolution of regional conflicts; conduct humanitarian assistance and disaster response; and counter transnational threats through regional security cooperation.

Mission Objective 3.2: SADC contributes to economic growth in Southern Africa, which will promote new markets for U.S. trade and investment.

Mission Goal 4: Protect and provide essential services to resident Americans, U.S. investors, and increasing numbers of U.S. tourists visiting Botswana.

Mission Objective 4.1: The Mission has the capacity and is prepared to respond to the needs of U.S. citizens in routine and emergency situations.

Management Objective 1: Post improves managerial efficiency and operational effectiveness by providing targeted training and improving business processes.

Management Objective 2: Management works with the Bureau of Overseas Building Operations (OBO) to develop a long-term solution meeting the Mission's functional space needs, while in the interim, partners with stakeholders to improve the working environment in the chancery and all Mission facilities.

Management Objective 3: Management strengthens the ICASS platform to support Mission goals, improve efficiency, reduce costs, and maintain infrastructure.

Management Objective 4: Post enhances community and family life by improving school options and facilitating school placements in Gaborone.

3. Mission Goals and Objectives

Mission Goal 1 Botswana has institutions, policies, and practices which respond to the needs and improve equitably the lives of its inhabitants.

Description and Linkages: Our first mission goal supports PEPFAR's strategic vision (PEPFAR 3.0) to control and ultimately end the HIV/AIDS epidemic working in collaboration with host governments and other partners as well as the National Security Strategy pillar IV, Advance American Influence; Joint Strategic Plan (JSP) Strategic Objective 3.1, Transition nations from assistance recipients to enduring diplomatic, economic, and security partners and Objective 3.3, Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion. We will engage directly with residents of Botswana to support their advocacy for improved governance via civil society organizations and other platforms. We will also support the capacity of the three branches of the Government of Botswana to recognize and protect the rights of all residents.

Mission Objective 1.1 Botswana creates legal, social, and physical environments which promote good health for all.

Justification: By achieving this objective, we will have built capacity within Botswana's health system to prevent and control diseases and health risks. Improving health delivery means having good data as a guiding light, and this objective will aid in the appropriate collection, storage and dissemination of quality data for a more accurate picture of the HIV epidemic. Better data and quality surveillance will also translate to better programming to help Botswana achieve the UNAIDS 90-90-90 goals. (By 2020, 90% of all people living with HIV will know their HIV status. By 2020, 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy. By 2020, 90% of all people receiving antiretroviral therapy will have viral suppression). Support for age-appropriate health services, improved financial sustainability, effective health policies and targeted health diplomacy will position Botswana to meet a shared goal of HIV epidemic control by 2020. Mission Objective 1.1 also aligns with our PEPFAR Botswana Country Operational Plan (COP18) and its overarching goal to re-focus our strategies on delivering innovative, client-centered programs to the right people in the right places.

Mission Objective 1.2 Botswana has strong institutions which promote accountable, transparent, and democratic governance, protecting the rule of law and human rights for all.

Justification: By achieving this objective, Botswana will be a more capable partner, including in multilateral fora, on strategic priorities and better able to exert regional influence in alignment with U.S. foreign policies. Botswana's democratic institutions will be strengthened and more responsive to emerging needs of its population.

Mission Goal 2 Botswana engages in diversified and sustainable development which benefits all sectors of its society.

Description and Linkages: This mission goal aligns directly with the National Security Strategy's Pillar I, *Dismantle Criminal Organizations*, Pillar II, *Promote American prosperity by helping to ensure a free and fair business environment*, and Pillar IV (*Partnerships and Multilateral Forums*). It also supports the Joint State-USAID Strategic Plan's Goal 1, *Protect America's Security at Home and Abroad*, and Goal 2, *Renew America's Competitive Advantage for Sustained Economic Growth*, the AF/AFR Joint Regional Strategy's Goal 2, *Increase mutually beneficial economic activity between our nations* and the USAID/Southern Africa Region Development Cooperation Strategy's Development Objective 1, *Increased sustainable economic growth in targeted areas*. Finally, it supports the Functional Bureau of Oceans, Environment and Science (OES) Strategy's Goal 1, *Ensure America's Security*, and Goal 2, *Advance Economic Growth and Job Creation in Oceans, Environment, Science, Technology, Space and Health*.

Mission Objective 2.1 Botswana develops an enabling business environment promoting robust trade with the United States and other international partners and encouraging foreign direct investment and private sector growth.

Justification: The country's observance of the rule of law and stable financial system are the foundation on which the Mission seeks to promote trade and private sector growth.

Mission Objective 2.2 Botswana works with the United States and other regional and international partners to improve its sustainable and economically beneficial management of natural resources.

Justification: Ecotourism has the potential to play a key role in financing the Botswana of tomorrow, yet structural economic disparities mean tourism revenues accrue to a few private interests and are not well-distributed among the communities most closely tied to natural resources upon which that tourism depends. Communities that do not tangibly benefit from natural and wildlife resources tend to have little interest in conservation and often seek to reduce or eliminate wildlife populations and habitats that affect their livelihoods. Similar sentiments are fueling a growing bush meat trade, as well as a surge in elephant poaching: activities that pose an existential threat to the economically-crucial ecotourism industry. These challenges are compounded by the GoB's significant backsliding on community-based natural resource management (CBNRM) since 2008, resulting in increased and centralized GoB control of the allocation and use of natural resources, as well as estrangement at the community level. Organizations that were once competent advocates for their constituencies are unable to fulfill their important roles of holding the GoB accountable for conservation policy and policy implementation. Working with local and international partners to reverse this trend and restore resources, power, and initiative to local levels in Botswana is crucial if the country is to benefit from long-term growth potential offered by ecotourism.

Mission Goal 3 The United States will partner with Botswana and SADC to advance security capacity and regional integration to protect the American homeland from potential security, health, and environmental threats.

Description and Linkages: This mission goal supports the National Security Strategy's Pillar I, *Protect the Homeland*, and the Africa Regional section as well as the Consular Affairs Bureau's Strategic Goal 2, *Strengthen U.S. border security while facilitating legitimate travel through vigilant, accurate, and efficient visa and passport services, including fraud prevention and promotion of the integrity of consular services*. It also supports AFRICOM's Combatant Command Campaign Strategy to help partner nations build defense capabilities through a cooperative relationship and supporting role.

Through security assistance we advance our shared strategic interests multi-lateral and bilateral relationships and in international fora. Additionally, we foster exchanges that promote democracy and human rights in future security sector leaders capable of managing threats to peace and stability. By working with and developing professional security institutions, the United States will enable partner governments and regional institutions to be more responsible to citizens and capable of responding to regional conflicts and emerging threats in order to protect the American homeland.

SADC, an inter-governmental organization headquartered in Gaborone, is mandated to further socio-economic, political, and security cooperation and integration among its 16 Southern African member states; the U.S. Ambassador to Botswana is dually accredited to SADC. SADC's stated objectives are to promote regional development, peace and security, and economic growth to alleviate poverty, enhance the standard and quality of life of the peoples of Southern Africa, and support the socially disadvantaged. This third mission goal links directly with the USAID/Southern Africa Regional Development Cooperation Strategy (RDCS), which sets the goal of a more integrated region for an improved quality of life for Southern Africans.

Mission Objective 3.1 The Government of Botswana and SADC's security institutions prevent, mitigate, and enable resolution of regional conflicts; conduct humanitarian assistance and disaster response; counter transnational threats through regional security cooperation; strengthen protection of U.S. citizens in Botswana and the American homeland.

Justification: By achieving this objective, we will have built strong partners, capable and willing to lead the region in responding to threats, conflicts, and disasters. We will have positioned strong institutions and leaders who respect democratic values and have the knowledge to work with the United States and its partners to promote and maintain peace in the region.

Mission Objective 3.2 SADC contributes to economic growth in Southern Africa.

Justification: This objective directly supports SADC's stated mandate to promote regional development, and economic growth to alleviate poverty, enhance the standard and quality of life of the peoples of Southern Africa, and support the socially disadvantaged. Despite the challenges that SADC presents (a notoriously bureaucratic and weak institution with few incentives to perform), regional programming has proven effective and sustainable as it fosters holistic development approaches.

Mission Goal 4 Protect and provide essential services to resident Americans, U.S. investors, and increasing numbers of U.S. tourists visiting Botswana.

Description and Linkages: This mission goal supports the National Security Strategy's Pillar I, *Protect the Homeland*, the American people as well as the Consular Affairs Bureau's Strategic Goal 2, *Strengthen U.S. border security while facilitating legitimate travel through vigilant, accurate, and efficient visa and passport services, including fraud prevention and promotion of the integrity of consular services.*

Mission Objective 4.1 The Mission has the capacity and is prepared to respond to the needs of U.S. citizens in routine and emergency situations.

Justification: Strengthening U.S. border security and the protection of U.S. citizens abroad ranks among the nation's highest priorities, as reflected in Pillar 1 of the National Security Strategy. Consular Affairs seeks to expand the 1980 Hague Convention on the Civil Aspects of International Child Abduction in Africa.

4. Management Objectives

Management Objective 1 Post improves managerial efficiency and operational effectiveness by providing targeted training and improving business processes.

Justification: To improve operational effectiveness and customer service, we must ensure that users know how to operate Department software platforms to their full potential. We will implement additional management best practices to improve efficiency.

Management Objective 2 Management works with OBO to develop a long-term solution meeting the Mission's functional space needs, while in the interim, partners with stakeholders to improve the working environment in the chancery and all Mission facilities.

Justification: The mission operates out of several aging facilities, including the Chancery and the Gaborone West (GWest) annex. A suboptimal work environment and space allocation in our facilities has had a negative impact on work performance and efficiency.

Management Objective 3 Management strengthens the ICASS platform to support Mission goals, improve efficiency, reduce costs, and maintain infrastructure.

Justification: Since 2012, our U.S. Direct Hire (USDH) positions increased from 47 to 69. This growth was effected without creating additional, requisite locally employed (LE) Staff or USDH ICASS positions to support the growth of the Mission. In particular, post needs additional American oversight to improve management controls, avoid waste and fraud, and improve service through effective communication with customers.

Management Objective 4 Post enhances community and family life by improving school options and facilitating school placements in Gaborone.

Justification: Schools and educational opportunities at Post are important for officers with school-age children considering their next assignment. Currently there is no DoS-assisted school in Gaborone. Furthermore, the international schools in Gaborone struggle to obtain work permits for qualified personnel.