

From the Editor's Desk

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Last year, Botswana was celebrating her 50th year of independence from Britain. As part of these celebrations, the Botswana Journal of Business called for papers for a Special Issue on Botswana's economic development since pre-independence. Botswana has emerged from being among the poorest countries in the world when it attained independence in 1966, to one of the richest non-oil producing countries in Africa (Kebonang & Kebonang, 2013). Various reasons have been advanced for Botswana's spectacular growth performance, ranging from adoption of good policies and institutions of private property (Acemoglu, Johnson, & Robinson, 2003); productive use of the diamond revenue (Kebonang & Kebonang, 2013); political and economic unity of the dominant class under the tutelage of a political leadership that is disciplined and conscious of the institutional requirements of its project (Mogalakwe, 2003); maturity of its democracy; good governance; strong institutional base; good physical and social infrastructure; sound macro-economic management (Republic of Botswana, 2008).

Botswana's 50 years of significant progress have not been without challenges. These include but not limited to unemployment, underemployment; low wages, poverty and social inequality (Mogalakwe, 2003); slower economic growth, the drawing down of accumulated government cash balances and foreign exchange reserves, less favorable balance of payments out-turns, low productivity, poor work ethics (Pansiri, 2004); poor project management practices (Ministry of Finance and Development Planning, 2009); over dependence of the private sector on public expenditure; low foreign direct investment; poor and irrelevant education and a mismatch between skills development and actual requirements (Republic of Botswana, 2008). Furthermore, Botswana's diversification efforts into non-mining industries were generally not successful (Gagoitsepe & Pansiri, 2012). It is safe to say that Botswana's next 50 years will be hard unless radical changes are made.

Therefore, the objective of this special issue is not only to provide scholars, business and government executives with reference material regarding Botswana's past but also to identify directions that the country should take as it seeks to shape its future and overcome its challenges.

This issue includes nine papers: the first two are historical papers. The first paper by Phatshwane and Mbekomize traces the historical development of accounting from Mesopotamian / Babylonian Civilization, Egyptian civilization, the Middle-Ages and the birth of the double-entry accounting system to the African societal encounter with trade activities. The authors also notes that in the African context, there is a dearth of accounting research. They further trace the development of the accounting craft in Botswana over three eras; pre-colonial, colonial and post-independence. The authors noted that the Khoisan had numeracy skills and could count in multiples of two and goes on to give an example of their counting methods.

The second paper by Motshegwa assesses the Evolution of the Public Sector, particularly the civil service in Botswana. The author gives the reader a panoramic view of the evolution of the public service in Botswana by tracing its historical development from the pre-colonial era with its administration operating from Mafikeng in South Africa to post independence relocation to Gaborone. The paper highlights the role played by the traditional chiefs, the white expatriates and the Batswana civil servants in general throughout the 50 year voyage as well as the reforms that the government introduced in an effort to improve service delivery. The author concludes by reflecting on how the modern-day public service in Botswana is likely to evolve in the next fifty

years.

The third and fourth papers consider developments in public policy. The third paper by Pansiri and Yalala discusses the evolution of entrepreneurship and small-to-medium enterprises development in Botswana, highlighting developments from the establishment of the National Development Bank in 1963, to the crafting of the economic diversification drive strategy in 2010. The paper adopts the environmental munificence and carrying capacity conceptual framework for analysing entrepreneurship policies and argues that with a population of about two million, the country's low carrying capacity has contributed to the high rate of company mortality. The paper identifies and analyses a number of intervention policies, programmes, and strategies which include creating funding opportunities for entrepreneurs; enhancing training for entrepreneurs; research innovation and technical assistance; and creating market access. The authors conclude by arguing that funding and general support of entrepreneurship in Botswana does not appear to have taken into account the effects of industry size, maturity, and concentration leading to high rate of company failures. The paper therefore recommends that specific prioritised industries should be identified for support, and assessed taking into consideration their carrying capacities as a way of enhancing competition for government support.

The fourth paper by Basupi, Pansiri and Lenao, evaluates the different types of tourism policies that have come into effect over the last two decades paying particular attention to the wording used in the documents. Some of the policies reviewed include the following: Tourism Policy (1990); Tourism Act (1992, as amended); Botswana Tourism Master Plan of 2000; Botswana Tourism Organisation Act (2009); Community Based Natural Resources Management Policy (2007); National Ecotourism Strategy (2002); and Tourism regulations (1996 & 2010). The thrust of the argument in this paper is that policies can either promote or cripple the development of tourism in the country. The main concern is that current policy and legislative framework does not position Botswana competitively in the global market and they recommend harmonisation of the tourism policies. The authors identify the successes and the challenges encountered throughout the journey of trying to come up with the tourism policies and their implementation. The major setback currently is that Botswana does not have a tourism marketing strategy.

The discussion on tourism policy by Basupi et al. is almost a preamble to Stone and Stone's paper on domestic tourism. In this fifth paper, Stone and Stone argue that during the last fifty years, Botswana's economy experienced one of the fastest growth in the world. The country has adopted tourism as one of its economic diversification development pillars, apart from mining and agriculture. They argue that delivering on the new growth model for Botswana requires the country to practice sustainable tourism development. Their paper provides a systematic assessment of nature-based tourism in Botswana by examining issues associated with its conception, design and implementation. The study explores factors that limit citizens' visitations to protected areas. Using data collected through semi-structured interview, they found that intrapersonal, interpersonal, and structural constraints play a significant role in limiting visitations to protected areas. These findings are critical in informing tourism planners, managers, and policy makers to critically evaluate, assess and devise appropriate interventions to tap on this market segment.

The six paper by Siphambe, Mbaiwa and Pansiri argues, that cultural landscapes of tourism are fundamentally contradictory sites considering the interests of all stakeholders involved in their management. Key contradictions relate to cultural authenticity, credibility, and the values that people who associate with such landscapes attach to them. The authors argue that Botswana tourism industry needs to carefully confront these contradictions to maximize and sustain the tourist potential of cultural landscapes. This paper uses secondary data to identify and discuss the

impacts of tourism development on cultural landscapes. The paper further considers the implications of such impacts for the ancestral (Sedimo) or cultural beliefs of the people of Goo-Moremi Village. The paper concludes by discussing existing opportunities for developing the tourism-product base for Goo-Moremi cultural landscape based on their beliefs, taboos and the general tourism environment.

The seventh paper by Moffat argues that, a country's natural resources endowment is not always an automatic licence to economic success. The paper argues that, in fact, some natural resource rich countries have failed to achieve commensurate economic progress, while some with little or no such endowment have made considerable progress. The case of Botswana's economic progress and her apparent ability to escape what is commonly referred to as the 'resource curse' is neither accidental nor miraculous. The paper attributes Botswana's economic progress to some prudent legal, economic and financial dispensations made at independence, creation of proper and functioning oversight institutions, good governance and corruption free leadership as well as the limited historical involvement of Britain during the colonial era. The paper concludes by imploring the country to take further precautionary measures to ensure prolonged sustainability and growth stability.

The eighth paper by Matenge, Josiah, and Themba evaluates the donor market as perceived by NGOs in Botswana in terms of who the major donors are; how, when and why they fund NGOs and the funding challenges NGOs face. The paper then addresses a key question of whether NGOs should adopt corporate governance practices to enhance their funding opportunities. A case study approach involving eight major NGOs based in Gaborone is adopted and data is collected using in-depth qualitative interviews with managers. They analysed data using network analysis approach. The results show that NGOs in Botswana depend mainly on international donors and Government for funding. The results further indicate that although the private sector in Botswana hold great potential as a donor market, it is not fully utilised by local NGOs due to, among others, the prevailing misconceptions about NGOs and lack of disclosure and transparency among NGOs. The findings further indicate that although NGOs in Botswana recognize the significance of corporate governance practices, they lack the will to adopt them. The paper therefore concludes that NGOs in Botswana should adopt corporate governance practices by creating industry-wide norms and standards that ensure disclosure and transparency and thereby enhancing donor confidence in them. We however caution against wholesale adoption of corporate governance practices given that NGOs are unique from profit seeking entities.

The last paper by Basuti and Narain investigated the impact of health and education on labour force participation in Botswana for the period 1982-2013. The main findings were that; an increase of primary school enrolment increases the overall participation rate. An increase in contemporaneous education expenditure increases the total labour force participation rate in the long-run but reduces their participation in the short-run. The study also shows that an increase in contemporaneous health expenditure increases the overall labour force participation rate increases in the long-run. Finally, given the importance of health and education on labour force participation rate in Botswana, the study assert that it is of paramount importance for government to incorporate strategies that encourage her citizen to recognise the need to maintain good health and education. In absence of such recommendation, Botswana might find it difficult to achieve most of its vision 2016 and MDG's goals.

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Prof. Jalon Pansiri
Editor-in-Chief, Tourism Management, Faculty of Business
E-Mail: pansirij@mopipi.ub.bw