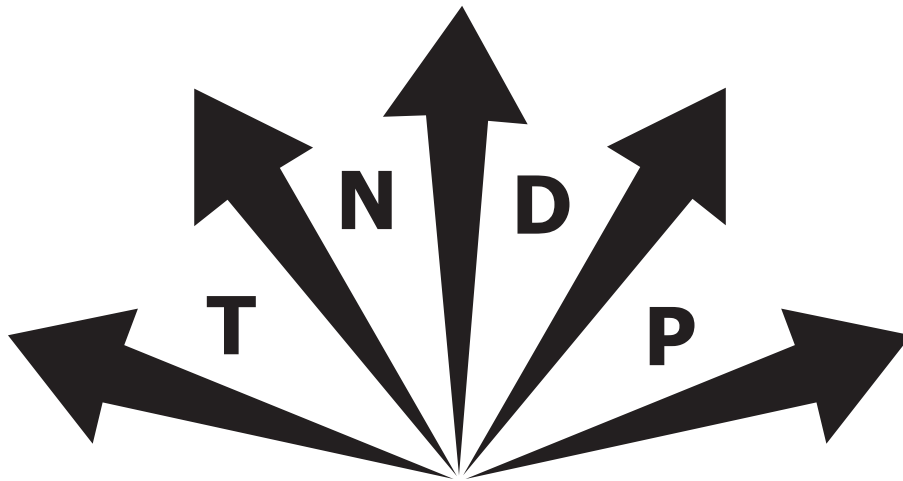


Republic Of Botswana

SECOND TRANSITIONAL NATIONAL DEVELOPMENT PLAN

April 2023 – March 2025

*Theme: “Towards a High Income Economy: Transformation
Now, Prosperity Tomorrow”*



**National Planning Commission
Office of the President**

Second Transitional National Development Plan

April 2023 – March 2025

PART I

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LIST OF ABBREVIATIONS AND ACRONYMS

AAF	Affirmative Action Framework
AfCFTA	African Continental Free Trade Area
AFTI	African Aeronautical Fixed Telecommunications Network
AI	Artificial Intelligence
APRM	African Peer Review Mechanism
ART	Assisted Reproductive Technology
AUSC	African Union Sports Council
BAIS	Botswana AIDS Impact Survey
BAIS V	Fifth Botswana AIDS Impact Survey
BDIH	Botswana Digital and Innovation Hub
BDS	Botswana Demographic Survey
BEV	Battery Electric Vehicle
BITRI	Botswana Institute for Technology, Research and Innovation
BMC	Botswana Meat Commission
BMTHS	Botswana Multi-Topic Household Survey
BNSC	Botswana National Sports Council
BoB	Bank of Botswana
BoFiNeT	Botswana Fibre Networks
BoP	Balance of Payments
BPC	Botswana Power Corporation
CAACC	Commonwealth Africa Anti-Corruption Centre
CATTEM	Community Acting Together to Eliminate Malaria
CBDC	Central Bank Digital Currencies
CBRM	Community Based Resource Management
CBRN	Chemical Biological Radiological Nuclear
CCP	Constituency Community Programme
CCTV	Closed-Circuit Television
CEDA	Citizen Entrepreneurial Development Agency
CEE	Citizen Economic Empowerment
CHBC	Community Home Based Care
CIPA	Companies and Intellectual Property Authority
COVID-19	Coronavirus Disease of 2019
CPI	Corruption Perception Index
CPSD	Country Private Sector Diagnostic
DCEC	Directorate on Corruption and Economic Crime
E&O	Errors and Omissions
ECCE	Early Childhood Care Education
EHP	Essential Health Package
EHSP	Essential Health Service Package
eMTCT	Elimination of Mother-to-Child Transmission
ERTP	Economic Recovery and Transformation Plan
ESAAMLG	Eastern and Southern Africa Anti-Money Laundering Group
ESG	Environmental, Social and Governance
ETSSP	Education and Training Sector Strategic Plan
EU	European Union
FAO	Food and Agriculture Organization

FATF	Financial Action Task Force
FDI	Foreign Direct Investment
FY	Financial Year
GBV	Gender Based Violence
GDP	Gross Domestic Product
GFC	Global Financial Crisis
GHG	Greenhouse Gas
GIA	Government Investment Account
HCI	Human Capital Index
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICE	Internal Combustion Engine
IHRIS	Integrated Human Resource Information System
IIAG	Ibrahim Index of African Governance
IMF	International Monetary Fund
IRP	Integrated Resource Plan
ISPAAD	Integrated Support Programme for Arable Agriculture Development
IWG	International Working Group
IWRM	Integrated Water Resource Management
KPP	Key Policy Priorities
LEA	Local Enterprise Authority
LGD	Lab-Grown Diamond
LIMID	Livestock Management and Infrastructure Development
LSB	Law Society of Botswana
MCM	Morupule Coal Mine
MDAs	Ministries, Departments and Agencies
MDCB	Minerals Development Company of Botswana
MMR	Maternal Mortality Ratio
MRV	Monitoring Recording and Verification
MSSR	Monopulse Secondary Surveillance Radar
MTCT	Mother to Child Transmission
MTFF	Medium-Term Fiscal Framework
MTR	Mid-Term Review
NACB	National Arts Council of Botswana
NADCO	National Anti-Doping Coordination Office
NADO	National Anti-Doping Organisation
NAIL	National Artificial Insemination Laboratory
NARMS	National Archives and Records Management System
NBS	National Broadband Strategy
NCD	Non-communicable Disease
NCS	National Cybersecurity Strategy
NDC	Nationally Determined Contribution
NDP	National Development Plan
NDP 11	National Development Plan 11
NEER	Nominal Effective Exchange Right
NEOC	National Emergency Operations Centre
NFA	Net Financial Assets
NGO	Non-Governmental Organisation
NHQS	National Health Quality Standards

NMES	National Monitoring and Evaluation System
NMIT	Non-Mineral Income Tax
NOTAM	Notice to Air-Man
NSP	National Spatial Plan
NSPF	National Social Protection Framework
NSS	National Security Strategy
NTA	National Threat Assessment
NTS	National Transformation Strategy
OBE	Outcome-based Education
OHS	Occupational Health Safety
OSBP	One-Stop Border Post
PFM	Public Finance Management
PHC	Population and Household Census
PMS	Performance Monitoring System
PPP	Public Private Partnerships
PWD	Persons with Disabilities
RADP	Remote Area Development Programme
REER	Real Effective Exchange Rate
RVA	Risk and Vulnerability Assessment
SACU	Southern African Customs Union
SBI	Sustainable Budget Index
SDGs	Sustainable Development Goals
SEZ	Special Economic Zone
SHHA	Self Help Housing Agency
SLT	Secure Land Titles
SOEs	State-owned Enterprises
SSA	Sub-Saharan Africa
SSKIA	Sir Seretse Khama International Airport
STEM	Science, Technology, Engineering and Mathematics
TNDP	Transitional National Development Plan
TWGs	Thematic Working Groups
UHC	Universal Health Coverage
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UPC	Universal Prevention Curricula
UTC	Universal Treatment Curricula
VAT	Value Added Tax
VCD	Value Chain Development
WEE	Women's Economic Empowerment
WISN	Workload Indicators of Staffing Norms
WW II	World War II
YDF	Youth Development Fund
ZAR	South African Rand

FOREWORD

This Transitional National Development Plan (2023/24 – 2024/25) is the second in the history of the Republic of Botswana. The first was in 1966, which was a precursor to the first National Development Plan of 1968 to 1973. At the time, the Transitional Plan was necessitated, first, by the need to bridge the period of constitutional transition from internal self-rule to full independence, and second, by the need to cover the period of change from rudimentary protectorate planning to full resource planning, which the new Republican Government intended to introduce.

Since then, successive National Development Plans have been prepared and implemented, the latest being the National Development Plan (NDP) 11, which is the first plan for the delivery of the National Vision 2036, with an overarching goal of “***Achieving Prosperity for All***”. On the basis of this national Vision, the Government in turn, envisions to collaboratively work with other stakeholders to transform the economy from an upper middle income to a high income status by 2036, enabled by the four pillars of Sustainable Economic Development; Human and Social Development; Sustainable Environment; and Governance, Peace and Security.

The NDP 11 period proved to be extremely challenging, especially in the second half, following the onset of the COVID-19 pandemic.

In order to ease the adverse consequences of COVID-19, the Government introduced a number of initiatives. These included the Economic Recovery and Transformation Plan, whose main objective was to boost the economy and accelerate transformation; and the Reset and Reclaim Agenda, whose aim is to save the lives of Botswana from COVID-19, while also strengthening efforts towards transforming the Botswana economy. The launch of the Reset and Reclaim Agenda was a point of inflection that provided the basis for rationalization of Government institutions, including State-Owned Enterprises. Through this exercise, ministerial portfolio responsibilities were streamlined, including the establishment of new Ministries to ensure efficiencies and effectiveness in the delivery of Government services to Botswana. The planning function in the then Ministry of Finance and Economic Development was in the process relocated and merged with those of the Vision 2036 Coordinating Agency, National Strategy Office and Government Implementation Coordination Office to establish the National Planning Commission under the Office of the President.

On the whole, major reforms are still expected in the national development planning system and the entire governance system of the country, following a major review of the

Constitution instituted in December 2021. The Report of the Presidential Commission of Enquiry into the Review of the Constitution of Botswana was received in September 2022 and is under consideration by Government. The rationale for two year period of the Second Transitional National Development Plan is to provide an opportunity for the necessary reforms to the planning and governance systems of the country to be institutionalized. This Plan will also align the next national development plans with the electoral cycles for purposes of enhancing transparency and the democratic culture that Botswana is well known for. Furthermore, the Plan will provide an opportunity for completion of some NDP 11 projects whose implementation was disrupted by the COVID-19 pandemic.

The theme for this Second Transitional National Development Plan is ***"Towards a High Income Economy: Transformation Now, Prosperity Tomorrow"***. This theme underscores the need for all of us to go into a fast-tracked continuous improvement mode which will yield better results than have been attained thus far. The difference in what we will achieve going forward, when compared with the past requires a momentous change in how we approach and do things as a people. Urgent mindset change is required across Government and society if we are to achieve the high income status that we all aspire for in 2036. The transitional period of the Plan therefore offers a bridge for change, which should not only impact on the future development trajectory of this country, but on the lives of Botswana as prioritized in our Reset and Reclaim Agenda.



His Excellency Dr. Mokgweetsi Eric Keabetswe Masisi, MP
PRESIDENT OF THE REPUBLIC OF BOTSWANA

PREFACE

This two-year Transitional National Development Plan (TNDP), with the theme ***"Towards a High-Income Economy: Transformation Now, Prosperity Tomorrow"***, builds on other initiatives aimed at catapulting the country onto a path of socio-economic progress towards 2036.

The Plan outlines the national priorities, strategies, programmes and projects to facilitate the realization of our goals and objectives, and to help us turn our Vision aspirations into reality. Furthermore, the two years of the Plan offer an opportunity to transition and institutionalize the necessary reforms into the planning system, laying a firm foundation for future Development Plans.

Botswana has a wealth of policies, strategies and programmes developed to address its development challenges, to improve livelihoods, and overall, to enhance the socio-economic well-being of Botswana. However, appropriate implementation measures have to be sought and operationalised if Botswana are to fully benefit from these initiatives.

The TNDP has identified eight key policy priorities to be pursued during its lifespan. The priorities were developed taking into account the global and domestic macroeconomic developments, the Reset Agenda, and the desire to achieve high growth status, among others. These priorities are: i) Supporting export-led growth and attracting inward Foreign Direct Investment; ii) Supporting the private sector through business environment reform and value-chain development; iii) Innovation and digital

transformation; iv) Financial sector reform; v) Infrastructure development and spatial planning; vi) Green transition; vii) Fiscal sustainability; and, xiii) Education and Human Capital Development. The priorities provide the basis for action across all the four pillars of the Vision, which constitute the four Thematic Areas of the Plan.

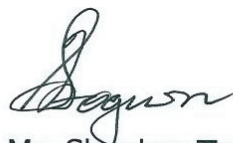
The race towards our Vision 2036 aspirations has been fraught with a number of challenges, with COVID-19 bringing the most severe impact, four years following the launch of the Vision. Consequently, average economic growth has generally been lower than expected. Improved performance in the Sustainable Economic Development Pillar during the TNDP and beyond is critical to boost the economy while the rest of the pillars act as enablers. Appropriate tools and indices to enable us to measure progress towards our goals and aspirations will be put in place to ensure continuous checks and balances as we progress towards the year 2036.

The TNDP consists of two Parts. Part 1 provides a detailed synopsis of performance during NDP 11, including the macroeconomic and thematic reviews; future outlook and projections; as well as the strategies to be pursued during the plan period. Part 2 contains the Public Investment Program, reflecting Projects, Programmes and their related budgets. Government will continue to provide a supportive environment for the private sector and other stakeholders to participate in national development and

for enhanced social and economic wellbeing.

The TNDP is a result of an intense and rigorous process of thought, interrogations, discussion and prioritization by a wide range of stakeholders within and outside government. I would, therefore, like to entreat the entire country for a

concerted execution of the plan as this is our roadmap for development. I urge stakeholders to partner with Government in aligning development efforts towards achieving the aspirations of this Plan as well as the country's Vision of **Achieving Prosperity for All.**



Mr. Slumber Tsogwane

HIS HONOUR THE VICE PRESIDENT

CHAPTER 1

INTRODUCTION

1.1 Botswana's development planning system has been in place for nearly six decades and has generally supported socio-economic development in the country. At the centre of the overall planning system is a review process which is carried out half-way through every national plan period. The plans are supported by local level development plans which cover the same period as the National Development Plans (NDPs).

1.2 At the beginning, the national development planning system was guided by four national principles until 1996 when the nation adopted Vision 2016 as its formative national vision. The current Vision 2036, being the second the country has put in place, sets out the long-term (20-year) development agenda for Botswana. It is framed around four pillars: Sustainable Economic Development; Human and Social Development; Sustainable Environment; as well as Governance, Peace and Security. All four pillars collectively set out goals and expectations of the nation. The overall Vision is anchored around the aspiration for Botswana to achieve a high-income country status by the year 2036, when a diversified and export-led economy will achieve inclusive and sustainable growth.

1.3 The eleventh National Development Plan (NDP 11), which covers the six years from April 1, 2017 to March 31, 2023 was the first Plan dedicated to the achievement of Vision

2036. The Plan aimed at achieving "inclusive growth for the realization of sustainable employment creation and poverty eradication". Its focus was on developing a diversified economy through the active pursuit of an export-led growth based upon a cluster development model. It is during NDP 11 that the cluster strategies on beef, tourism, finance, knowledge-intensive services and small stock were developed.

1.4 The implementation of NDP 11, including complementing policies and strategies, was expected to promote domestic and foreign direct investment as a means to adding value to economic outputs and generating employment. The anticipated increase in aggregate demand, coupled with a regulatory environment that facilitates doing business, was expected to generate confidence which, in turn, would sustain domestic and foreign investment in productive activities. The efficacy of such strategies would not only require a stable macroeconomic environment, but also, the improvement of the microeconomic level to ensure that efforts aimed at eradicating poverty and promoting sustainable livelihoods for the poor and disadvantaged are realised.

Pre-COVID-19 Challenges

1.5 Prior to the COVID-19 pandemic, Botswana was faced with challenges that were impacting performance and progress towards the goals of Vision

2036 and the Sustainable Development Goals (SDGs). The economy continued to experience high levels of unemployment, poverty and inequality. The economic growth, slowed down from 3.0 percent in 2019 to minus 8.5 percent in 2020. The annual growth rate in formal employment was low, not exceeding 1.5 percent, and was less than the average growth rate of the labour force. Unemployment rose from 17.5 percent in 2015 to 26.0 percent of the labour force in 2021 (Quarterly Multi-Topic Survey Report Q4, 2021), with the majority of the unemployed being the youth. Unemployment has continued to rise over the years and requires interventions that will attract growth from both internal and external sources.

1.6 The economy has historically been driven largely by the mining sector, particularly diamonds. Diamond revenues, which are the main source of Government revenues - have been declining, from about 45 percent of GDP in 2006/07 to around 27 percent of GDP in 2019/20. The downward trend in Government revenues reflects a structural shift from a mineral-led economy to a non-mineral-led economy, hence a structural decline in fiscal revenues as a percentage of GDP.

1.7 In addition to the long-term decline in Government revenues, the significant growth in public spending has equally put pressure on the Government's fiscal position. Government savings have in recent years been drawn down mainly to support the budget and economic activity. The net result has been an increasing public debt. While borrowing has been kept well within the statutory limits, this is an unsustainable trend

that will eventually require reforms to facilitate economic growth.

1.8 While economic diversification has been on the agenda for many years, it has yet to materialize in a way that supports job creation and macroeconomic balance. The impact of the COVID-19 pandemic has exposed Botswana's vulnerability to socio-economic shocks and has added to the pressure for rapid change if the country is to lessen current and future challenges. For example, it is necessary to improve infrastructure and use of information communications technology and internet connectivity across the country, including in schools, remote areas and rural villages in particular if the country is to start making gains. Based on the productivity gains that are critical to support long-term growth in incomes and living standards, the country must - most importantly, improve the competitiveness of goods and services produced for both domestic and external markets.

1.9 The delivery of development projects and priority initiatives were adversely affected by the COVID-19 pandemic, in part due to the diversion of funds to other priority areas. Generally, all sectors were impacted by issues of poor performance in execution and follow-through on implementation of projects. This should be recognised as an endemic, multi-dimensional problem that can be attributed to the denial of services and opportunities for Botswana.

1.10 A number of reforms were introduced at central government level. These reforms were aimed at improving the national planning process as a

whole, particularly the management and prioritization of the public investment program across sectors. These included the Public Finance Management (PFM) reforms, introduction of Thematic Working Groups (TWGs) as well as a national performance monitoring and evaluation system.

1.11 While monitoring the implementation of projects and key priorities of Government is important, it is insufficient to determine whether or not these initiatives are actually producing the intended results. A more fundamental analysis is required at the design stage to provide a basis for reforms and more thorough monitoring and systematic evaluation of the effectiveness of the initiative. Whilst it is insufficient to determine whether or not these initiatives are actually producing the intended results, the recent reform of institutions is expected to usher in substantive changes and pave way for structural reforms toward a new economic model.

Current Challenges to National Planning and Delivery

1.12 Botswana has a wealth of policies and programmes which have been implemented through national development plans over the years to good effect. This notwithstanding, some challenges that negatively affect developmental impact persist and include the following:

- i. The system has not been sufficiently responsive and adaptive to achieving the much-needed structural transformation in the economy to be able to address key challenges of

unemployment, poverty and inequality, along with slowing economic growth;

- ii. The planning cycle is not aligned with the national electoral cycle, and there is no clear process by which a newly elected administration can influence the content of the plan;
- iii. There is a widening misalignment between district planning and national development planning to the extent that local level plans appear to no longer influence NDPs. This has the effect of undermining Botswana's governance system; and
- iv. Monitoring and evaluation of the implementation of policies, programmes and projects is fragmented, lacks robustness and leads to lack of accountability.

1.13 If not attended to, these issues will continue to adversely affect service delivery and thus result in slower growth whose debilitating effect would be to prevent Botswana from achieving its goal of becoming a high-income country by 2036. Therefore, there is need for major reforms to the national development systems, some of which Government has already started institutionalizing.

Sustainable Development Goals (SDGs)

1.14 Government of Botswana is committed to the 2030 UN Agenda for Sustainable Development and all its 17 SDGs whose underlying principle is to transform the world, leaving no one

behind. This commitment implies that Government will endeavour to end poverty and hunger; reduce morbidity, inequality and discrimination against women and girls; address climate change issues, including measures to protect the environment; as well as ensure that all people enjoy peace and prosperity. These issues are of critical importance in the current national development planning process. In order to ensure sustainable development and prosperity for all by 2036, the three dimensions of the SDGs (economic, social and environmental factors) and their targets, must transcend the transitional and future national development plans for the country.

Transforming Botswana

1.15 Government is aware that there is limited growth and lack of traction for export-led development and diversification. Unless the economy is transformed across the board, past achievements will not necessarily translate into future success. Competitive pressures from globalisation and regional developmental dynamics continue to pose challenges to the economy. In order to attain the minimum 5.5 percent annual average GDP growth rate required over the next 14 years to 2036, it is necessary to immediately embark on a number of value-creating imperatives. These imperatives are a function (or reflection) of past failures which have resulted in huge opportunity costs that must be avoided. Botswana has started to reposition herself for continued development growth, starting with review of the constitution, institutional reforms and reforming the planning process. These will be given further impetus by the Reset Agenda and the

transformative 2030 Agenda for Sustainable Development.

1.16 The Reset Agenda aims at addressing social and economic developmental issues with five priority areas, namely:

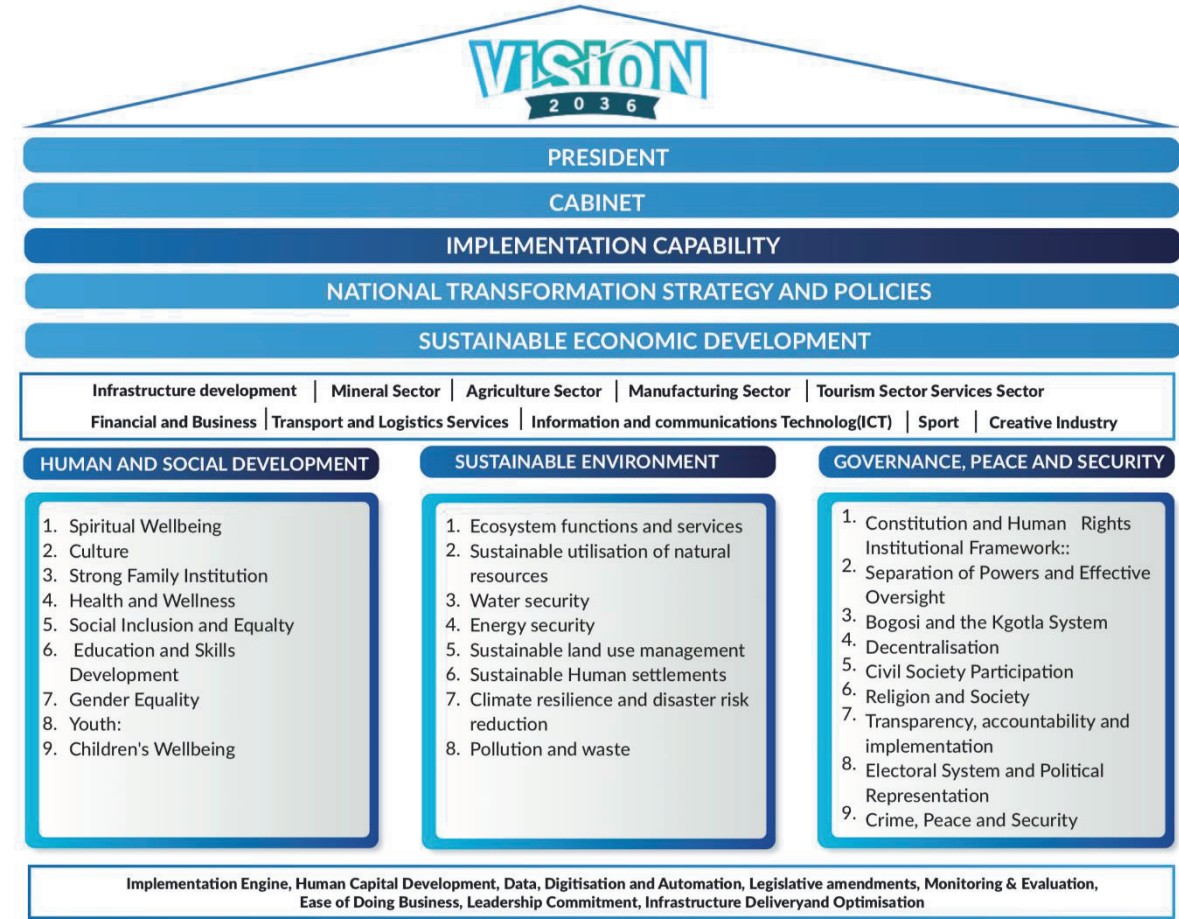
- i. *Saving Botswana's population from COVID-19* through the implementation of life-saving programmes that include successful and timely vaccination;
- ii. *Alignment of Botswana Government implementation machinery* which will come with significant reforms in the public service;
- iii. *Digitalization* that facilitates the delivery of services to citizens and potential to enable high productivity;
- iv. *Value Chain Development* that unlocks opportunities for new, high-growth enterprises with particular focus on minerals, tourism, food, and education. This area also entails identification of new sectors in the global export product space, which sectors have potential to grow in Botswana, resulting in significant job creation for youth while also driving much-needed export diversification and increase in international trade; and,
- v. *Mind-set Change:* This area entails developing capacity for entrepreneurship, eliminating a latent inferiority complex in Botswana as well as implementing strategic reforms that put citizen economic inclusion at the centre of

economic development initiatives. It is anticipated that this mind-set change will result in self-actualisation among citizens.

1.17 The underlying thrust of the TNDP follows the pillar-based “1+3” model originating from Vision 2036. This model defines the Sustainable Economic Development pillar as the ultimate outcome, with the other three Vision pillars serving as its “enablers” (Figure 1.1). Therefore, Botswana needs to implement the enabler pillars’ transformational strategies in order to

attain the Sustainable Economic Development pillar targets. These, in turn, are focused on enhanced and inclusive economic development, whereby increased per capita incomes associated with the target of becoming a high-income country by 2036 is associated with increased equality and eradication of absolute poverty. The “1+3” approach is reflected in the structure of the TWGs. There is one TWG for each pillar. The TWG Pillar chapters are presented as Chapters 6 to 9 in this document.

FIGURE 1.1: THE 1+3 PILLAR MODEL



Adopted from Vision 2036 document.

1.18 One of the fundamental objectives to be pursued during the TNDP period and beyond is to achieve

diversified private sector-led growth. This contrasts with Botswana’s historical growth pattern, which was

based narrowly (although quite successfully) on mineral-led growth, supplemented by public sector-led growth and to a large extent, financed by proceeds of taxation of the mining sector - specifically the diamond sector which has been highly profitable and taxed at very high rates. This historical model is not sustainable as a driver going forward, hence the need for diversified private sector-led growth. However, it is important to recognise what NDP can and cannot do with respect to private sector-led growth. A development plan, by its very nature, is prescriptive but also has to be adaptable. To that extent, it can include firm commitments by Government and the private sector to implement a wide range of policies, programmes and projects, as well as to provide funding.

1.19 A plan cannot prescribe actions for the private sector in the same way as for Government, as the former consists of thousands of firms and entrepreneurs making their own business decisions regarding factors such as production, investment, markets and employment. The private sector responds to the environment in which it operates, particularly regarding where profitable opportunities lie. These, in turn, are determined by such factors as prices, exchange rates, taxes, policies, infrastructure, availability of skills and human resources as well as laws and regulations. The same principle applies for the civil society, which responds to the environment in which it operates on the basis of issues, resources and policies. The role of the Plan, with regard to the private sector and civil society, is to set out what Government needs to do to create or facilitate an environment within which the private sector and civil society can

respond in the desired manner. This is done through progressive policies, an enabling environment, public goods, incentives, and public infrastructure projects.

National Planning Institutional Reforms

1.20 Since independence in 1966 and until April 2022, national development planning has been coordinated by the ministry responsible for finance and supported by all other Ministries as well as Local Authorities and Agencies. The National Planning Commission (NPC) has since been established through the public sector rationalisation exercise of 2022 under the Office of the President. The NPC was established with functions from the then National Strategy Office, the Government Implementation Co-ordination Office, the Vision 2036 Coordinating Agency and the planning function of the then Ministry of Finance and Economic Development. The mandate of the Commission is *to provide leadership in national strategy development, coordinated sectoral and national planning, implementation coordination and performance monitoring and evaluation*. The key functions of the Commission are to:

- i. coordinate development and implementation of the long-term vision and strategy for Botswana;
- ii. coordinate national development planning and implementation;
- iii. coordinate policy formulation to ensure harmonious synergy and effectiveness; and,
- iv. provide advocacy and communication for the national vision and its strategic interventions.

1.21 While the NPC coordinates the planning process, implementation will continue to take place at Ministries, Agencies, Non-Governmental Organisations and the private sector.

The Second Transitional National Development Plan

1.22 Botswana's first Transitional National Development Plan was prepared in 1965 and covered the period immediately after Independence from 1966 to 1968. This Transitional National Development Plan, whose theme is **"Towards a High Income Economy: Transformation Now, Prosperity Tomorrow"**, aims to address development issues presented above and to establish a foundation upon which to catapult the country onto a path of socio-economic progress towards 2036. The Plan offers an opportunity to institutionalize reforms and close gaps in the planning system for Botswana to achieve its Vision. The Plan will be implemented during the 2023/24 and 2024/25 financial years. Effective from 2023/24 financial year, the reforms will commence with thorough consultations at community level and culminate in the development of National Development Plan 12, whose implementation will start in the 2025/26 financial year.

1.23 This Plan has prioritised the following:

- i. *Enhanced accountability through comprehensive monitoring and evaluation (M&E), which should be accompanied by*

comprehensive and regular, reporting. Such reporting will promote timely and evidence-based decision-making, prevent wastage and ensure effective implementation.

- ii. *Inclusive planning and delivery of the Plan through extensive advocacy and communication, with a variety of stakeholders in order to obtain their buy-in and commitment.* Deliberate effort and resources have to be invested in this exercise, which must complement the decentralisation policy as well as promote the spirit of enterprise. Broadly, stakeholders in this case include, but are not limited to, parliamentarians and councillors, communities at large, the private sector, civil society, international community and organizations as well as development partners. Without a common understanding and appreciation of this Plan by all players, its chances of success will be imperilled.
- iii. *Actively engaging the private sector to invest its abundant resources in infrastructure and other developments.* The private sector must be assured that Government would, indeed, lessen its role in the national economy while creating more room for active private sector participation, either directly or through Public Private Partnerships (PPPs).

CHAPTER 2

BOTSWANA: PHYSICAL AND SOCIAL STRUCTURE

INTRODUCTION

2.1 This Chapter provides background information on the country's physical features and some indicators of social infrastructure. It, however, starts by giving an overview of the constitutional framework within which the national principles operate.

CONSTITUTIONAL FRAMEWORK

2.2 The Constitution of Botswana commenced in 1966 and the first comprehensive review was undertaken in 2022. The Constitution provides for three arms of government, being the Legislature, Executive and Judiciary. The country has a two-tier system of Government, being Central and Local Government. Central Government comprises 18 Ministries and several other Agencies, while Local Government comprises nine Districts and six Town Councils. As part of the decentralisation process, all Sub-districts will now be upgraded to District level and will have full responsibility for their portfolios. This will bring the total number of fully-fledged Districts to 29 while the number of Town Councils will remain the same.

2.3 Under the Legislature, there is a National Assembly made up of 57 Members of Parliament (MPs) directly elected by constituents and six specially elected MPs who are both responsible for making laws of the country. The National Assembly is complemented by *Ntlo ya Dikgosi*, which is made up of 35 traditional leaders who play an advisory

role to the Members of the National Assembly. While *Ntlo ya Dikgosi* has no legislative powers, issues that affect tribes and customary law are routed through it first.

2.4 The Executive arm is led by the President, who nominates the Vice President, who is endorsed by Members of Parliament. The President also appoints Ministers from Members of Parliament.

2.5 The Judiciary underpins the rule of law and deals with both criminal and civil matters. It deals with law enforcement, dispute resolution and ensures that other arms of Government adhere to the country's constitution. Within the Judiciary, the Court of Appeal is at the apex and immediately below it is the High Court. There is also the Magistrates Court system which exists to settle both civil and criminal cases and the Industrial Court which deals with trade disputes.

GEOGRAPHY

Physical Features

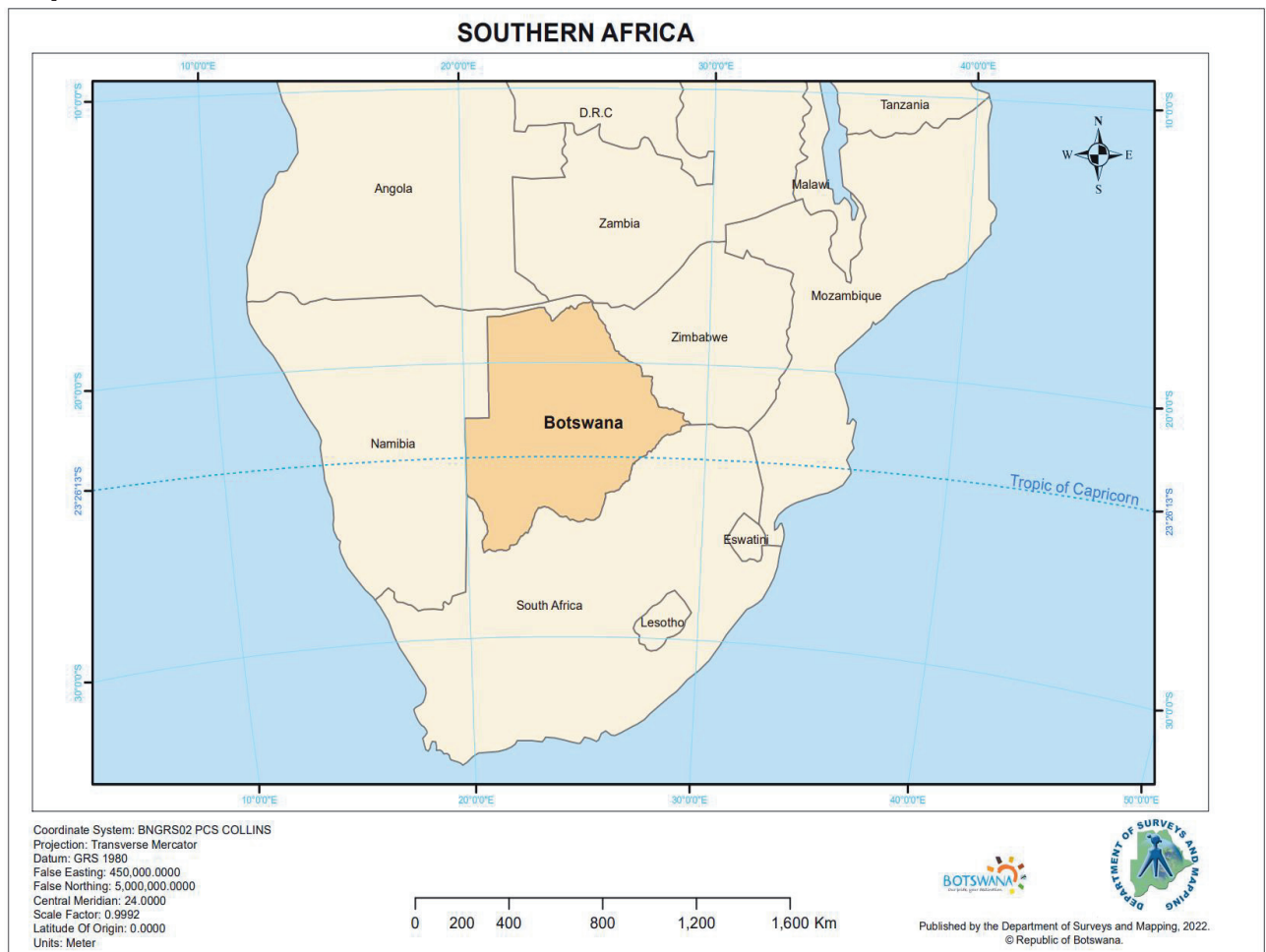
2.6 Botswana is an inland (landlocked) country covering an area of 582 000 square kilometres, making it the 47th largest in the world, with most of the land being flat. The Kalahari Desert accounts for about 70 percent of the total land area. According to the 2022 Population and Housing Census, the country has a population of 2 346 179 people. Most of the population dwell in the eastern region

whose relatively favourable climatic and soil conditions make arable farming feasible. The country's capital city, Gaborone, is also in the eastern region.

2.7 About one-third of the southern part of the country lies south of the Tropic of Capricorn, and the north end is located near 18° south latitude. South Africa borders the country to the south, Namibia to the west and north, Zimbabwe to the northeast and Zambia to the north (Map 1.1).

2.8 Botswana's average elevation is about 1,000 meters, and the southern terrain is high, with hills to the east and low to the west with a gentle slope. The south-western part, in which the Kalahari Desert is located, is a dry area. During the rainy season, the desert area becomes grassy and dotted with saline water bodies (pans).

Map 1.1: Location of Botswana in Southern Africa



Source: Department of Surveys and Mapping

Surface Hydrology

2.9 Botswana has four major river basins: the Okavango, Chobe-Zambezi, Limpopo and Molopo. Except for the Chobe and Okavango rivers in the North, most of the rivers are ephemeral, meaning they flow temporarily in the rainy season and rarely run in the dry or winter season. The Limpopo River in the eastern part of the country has sufficient flow, and all major dams are found along the Limpopo catchment. The Molopo and Nossop rivers have rare or no flow which can be attributed to low rainfall and over-development upstream. Water supply from the country's major rivers are shared with neighbouring states. For that reason, utilisation of such supply requires transboundary negotiations with those states.

2.10 The major dams have a total capacity of 915.7Mm³ and an annual safe yield of 144.4Mm³. Botswana receives 7Mm³ per year from Molatedi Dam in the North-West Province of South Africa. The Okavango River flows of approximately 10,000Mm³ per year at the panhandle drain into the Okavango Delta, a Ramsar wetland of international importance which is also a world heritage site. Only 2 percent of the Okavango River inflows are received at the outflow, as the rest is lost through evapotranspiration before it reaches the Makgadikgadi Pans. The Chobe-Zambezi catchment yields 41,000Mm³ per year of unutilized flow as measured at Victoria Falls. Botswana plans to draw up to 495Mm³ of the latter per annum, representing approximately 2 percent of the total runoff. The Molopo River is mainly a fossil river that rarely flows but is part of the major Orange-Senqu River

system. To tap into the basin's surface flows, Botswana plans to draw 136Mm³ per year from the Lesotho Highlands via South Africa.

Weather and Climate

2.11 Botswana's climate is classified as warm and semi-arid, with seasonal rainfall from November to March. Most of the country is dry. The capital city, Gaborone, has an average monthly temperature of 13°C to 25°C. Due to the country's location, rainfall is low, unreliable, unevenly distributed, highly variable from year to year, and seasonal ranges of temperatures are high. The highest mean monthly temperatures range between 32°C to 35°C and are generally recorded in October and January. The lowest monthly temperatures are between 1°C and 5°C over the southern and eastern parts of the country, and 5°C and 7°C over the northern parts.

Soil and Vegetation

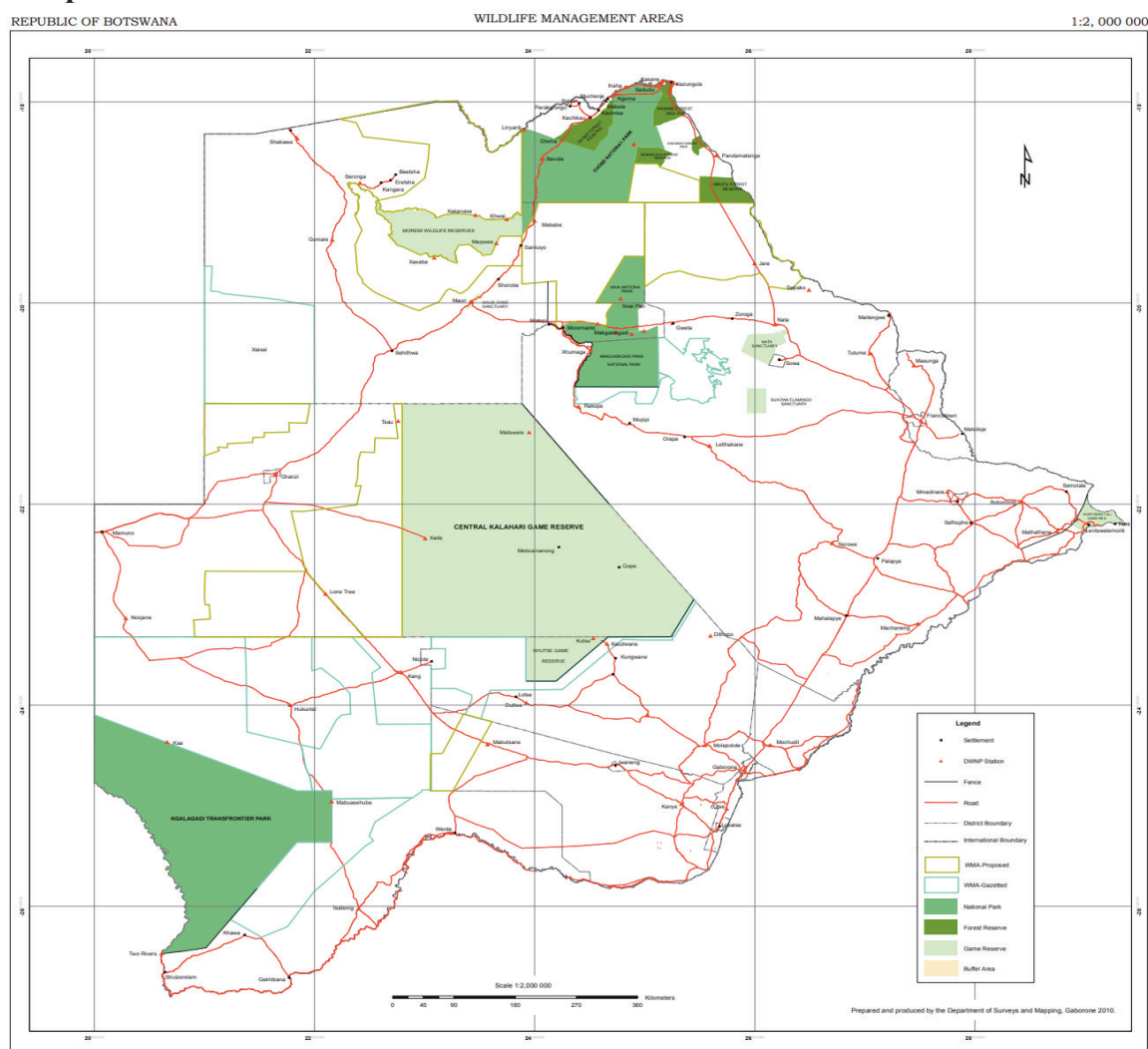
2.12 In terms of vegetation, various types of vegetation cover much of the country. These include grassland, natural woodland, forestland, savannah types, bushland, aquatic and man-made plantations. Vegetation resources play an important role in livestock farming and wildlife industries, thus contributing to the national economy and the well-being of its citizens. That is why sustainable land use practices are necessary to prevent, amongst others, land degradation, over-grazing, loss of biodiversity and degradation of the environmental resource base.

Natural Resources

2.13 With more than 17 percent of its land area reserved for national parks and game reserves, Botswana is blessed with various and breathtaking game destinations. Large numbers of wildlife are found in national parks and game reserves as well as in wildlife management areas outside such animal sanctuaries (see Map 1.2). High concentrations of large game are found in the Chobe National Park and the Okavango Delta. About 40 percent of Botswana's land is under protected area

status. This includes game reserves, national parks, wildlife management areas and forest reserves. Agricultural land accounts for 10 percent. The country is also well endowed with high-quality mineral resources, including diamonds, gold, copper, nickel, uranium, iron and coal. A lot of mineral exploration has been undertaken over the years. Diamond mines at Orapa, Letlhakane, Jwaneng, Lerala, and Damtshaa continue to be the main source of revenue for the economy.

Map 1.2: National Parks and Game Reserves



Source: Department of Surveys and Mapping

Population and Development

2.14 In both the developed and developing world, countries facilitate development by controlling fertility through population policies. That has been the case in Botswana since the late 1990s following the 1994 International Conference on Population and Development. From 1997 to the revised inception of National Population Policy in 2010, the central goal has been to improve the quality of life and standard of living for Botswana. Ideally, this was to be achieved through a reduced rate of population growth determined by both mortality and fertility rates.

Fertility and Household Size

2.15 The Total Fertility Rate (TFR) for Botswana declined over the years, from 3.27 in 2001 to 2.7 in 2011. The Botswana Demographic Survey of 2017 estimated the rate at 3.1 children per woman of reproductive age. The decline could, among others, be due to the possible combined effect of the HIV/AIDS epidemic, increasing women's education and increased use of modern contraceptive methods. Related to the decline in the total fertility rate is the reduction in household sizes. The 2022 Population and Housing Census estimated the national average household size of 3.3 persons compared to 3.7 recorded in the 2011 Census.

Mortality

2.16 According to the 2017 Botswana Demographic Survey (BDS), the infant

mortality rate dropped from 56 deaths per 1000 live births in 2001 to 17 deaths in 2011 but increased to 38 in 2017. The under-five mortality rate decreased from 74 deaths in 2001 to 28 deaths per 1000 live births in 2011, after which it increased to 48 deaths in 2017. A similar trend is observed in the number of deaths occurring among the rest of the population during a given year - crude death rate. The latter declined from 12.4 deaths per 1000 people in 2001 to 6.3 per 1000 people in 2011 and increased to 6.7 per 1000 in 2017. The movement in mortality rates translated to the variation in life expectancy at birth, increasing from 55.7 years in 2001 to 68 years in 2011 but decreasing to 66.2 in 2017¹. The improvement in life expectancy could partly be attributed to the Government's successful strategies for fighting HIV/AIDS, which include the universal provision of anti-retroviral drugs (ARVs). The success in fighting HIV/AIDS is demonstrated by the country's achievement of the UN 95-95-95 targets, as revealed by preliminary results of the 2022 Botswana AIDS Impact Survey (BAIS V).

Marriage and Marital Status

2.17 The marital status of the Botswana population changed considerably over the past four decades, signifying a change in social relations and family structure. Data from the previous censuses show that the institution of marriage in Botswana declined between 1971 and 2001. The proportion of married men dropped from 29 percent in 1991 to 17.1 percent

¹ Caution should however be made in comparing survey and census figures as a

survey only deals with a sample of the population and may yield varied figures

in 2001, before slightly increasing to 18.8 percent in 2011. Similarly, the share of married women declined from 27 percent in 1991 to 17.9 in the 2001-2011 period. The mean or average age at first marriage was reported at 41.7 for males and 36.2 for female. However, the incidence of cohabiting increased from 16.8 to 20.6 among males and 17.1 to 20.8 among females between 2001 and 2011 and rose to 21.8 percent in 2017. The proportion of the population who were never married was estimated at 54.4 percent in 2017, compared to 53.5 percent in 2011 and 64.2 in 2006.

Population and Disability

2.18 The prevalence of disability is estimated at 4.2 percent². Females had a higher prevalence rate of disability at 4.7 percent compared to males at 3.7 at the national level in 2017³. Visual impairment accounted for the highest share (49 percent) of disability forms. The second position was occupied by those with impairment of legs at 28.7 percent.

Population Age Structure and Momentum for Growth

2.19 In 2017, the youth (15-35) accounted for 34.6 percent of the total population, the majority of whom are in the 30-35 age bracket. An interesting feature of the population is the declining proportion of children under five. Though the population is youthful, the mean age increased from 24.8 years in 2001, to 25.2 in 2006, and to 27 years in 2017. The working age group (15-64) also increased over these

years from 52.0 percent in 2001 to 59.8 percent in 2017. The proportion of children under five declined possibly due to the declining TFR and, partly, due to mortality rates. The policy implications of these changes in the age structure are a declining dependency burden, rapidly growing labour force and youth populations.

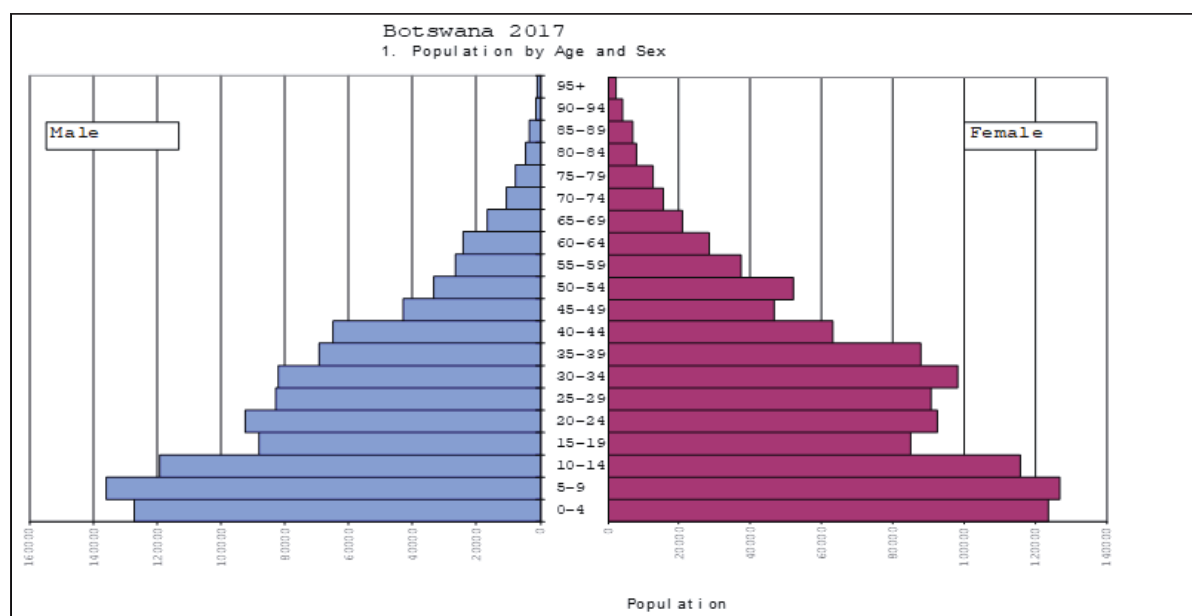
2.20 Consequently, having attained some remarkable levels of the demographic transition (relatively low and falling fertility and mortality trends) and with low dependency ratios, the window of opportunity to harness the Demographic Dividend (DD) is open for Botswana. This type of age structure gives a country the opportunity to accelerate economic growth through increased productivity; savings and investments; a favourable environment that facilitates decent work opportunities for the expanding labour force; and harnessing prevailing conditions of good governance and accountability, to ensure that policy intentions are translated into effective programmes for sustainable development.

2.21 A Demographic Dividend Roadmap has been developed to provide an overarching framework to guide the country's long-term development aspirations to achieve a generational transformation within three to five decades. The roadmap mainly aims at guiding Government and non-state actors on how to integrate population and development issues (DD priorities and interventions) into development planning and budget frameworks to accelerate harnessing the DD.

² *Marriage Statistics Stats Brief, 2020*

³ *Botswana Demographic Survey 2017*

FIGURE 2. 1: POPULATION BY AGE AND SEX



Migration, Population Distribution and Urbanisation

2.22 An urban area is any locality with 5,000 or more inhabitants, with at least 75 percent of its workforce engaged in non-agricultural activities. Botswana's share of the population living in urban areas increased from 45.7 percent in 1991 to 54.2 percent in 2001, and 64.1 percent in 2011 and remaining so in 2017. The 2022 Population and Housing Census preliminary results show a further increase in the proportion of people living in urban areas at 66.8 percent. The rapid growth of the urban population is largely a result of the re-classification of some formerly rural villages to urban status.

2.23 Despite the rapid urbanisation, a large proportion of Botswana households in urban areas maintain strong links with rural areas, where they own residential and farming land - cattle posts and crop fields in the case of the latter. Assets maintained in rural

areas are valued both in monetary and social terms and are a valuable safety net for low-income urban households. Urbanisation can be a valuable engine for socio-economic transformation and development if properly managed. Some of the factors that drive economic growth in urban areas - when compared to rural areas, include economies of scale, greater propensity for innovation, and higher wages.

2.24 Migration is not a new phenomenon in Botswana: internal and international migration have been important features of the country for more than a century. Significant population groups, especially the youth, move to the urban areas in search of opportunities to improve their livelihoods. To address these movements that result in growth in the urban population, there should be deliberate efforts to improve the urban infrastructure to accommodate growing demand. An overwhelmed ecosystem, compromised sanitation,

unemployment, possible squatting and crime are some of the challenges of rapid urbanization.

Sustainable Development Goals

2.25 Botswana has made significant strides in the domestication and implementation of the 2030 Agenda and its associated SDGs during the NDP 11 period. The design of projects and programmes for NDP 11 ensured that the delivery of the country's priorities contributes to attaining the SDGs. However, the economic and social impact of the COVID-19 pandemic has significantly hampered progress towards attainment of the national development agenda and SDGs.

2.26 At the national level, Botswana developed a solid institutional structure during the course of NDP 11 to deliver on Agenda 2030 and the SDGs. This effort needs to be leveraged further in future plans to implement policies and programmes aimed at achieving development gains. Targeted policies and interventions have the potential to lead to transformational change.

2.27 Botswana's SDG Roadmap (2017-2023) was developed and launched in February 2018, setting the approach and identifying strategic intervention areas for the successful implementation of the SDGs. These measures have provided a solid foundation for the implementation of the SDGs in the country and will be implemented in three phases as follows:

- a) *Phase 1 (2016-2022)*: This phase was for a broad uptake of the SDGs agenda into mainstream development. It is expected that during this phase, the country will have attained all the Millennium Development Goals-related SDGs and registered measurable progress on all other SDGs;
- b) *Phase 2 (2023-2029)*: This phase is for the transformation of development drivers towards sustainability, with all relevant SDGs targets set to be achieved by 2029; and,
- c) *Phase 3 (2030)*: The third and final phase is for wrap-up, reporting and packaging. The country will commence setting new goals for its next development phase in line with the national context, in particular, Vision 2036, and global developments and continue with the implementation of Africa's Agenda 2063.

CONCLUSION

2.28 This chapter presented the physical and social structure for Botswana, including the constitutional framework that facilitates implementation of the national principles. Perhaps most notable is the pace and extent of urbanization, which has major implications for resource allocation, planning and governance. Generally, the observed structural changes call for the need to revisit the National Spatial Plan (NSP) to aid the identification of key development issues and opportunities. During the TNDP, this should form an essential component of the planning system.

CHAPTER 3

ECONOMIC PERFORMANCE DURING NDP 11

INTRODUCTION

3.1 This Review of Economic Performance during NDP 11 is structured as follows: Following this introduction, is a review of the external (international and regional) landscape that identifies key developments that will impact on Botswana during the coming years, which developments this Plan has to respond to. The rest of the chapter covers the domestic macroeconomic review and fiscal performance during NDP 11 and highlights economic challenges to be addressed.

GLOBAL AND REGIONAL ECONOMIC REVIEW

GDP Growth

3.2 Global economic growth has been hit by three major shocks in the past 13 years: the Global Financial Crisis (GFC) and the COVID-19 pandemic, which individually caused a global recession, and the Russian invasion of Ukraine, which will reduce growth further in 2022. Looking forward to the TNDP period, global growth was forecast by the International Monetary Fund (IMF) in January 2023 to average 3.1 percent a year over the three years from 2023 – 2025. However, with the changing global economic environment, this forecast is subject to a higher degree of risk and uncertainty than usual and may be further revised downwards. As has

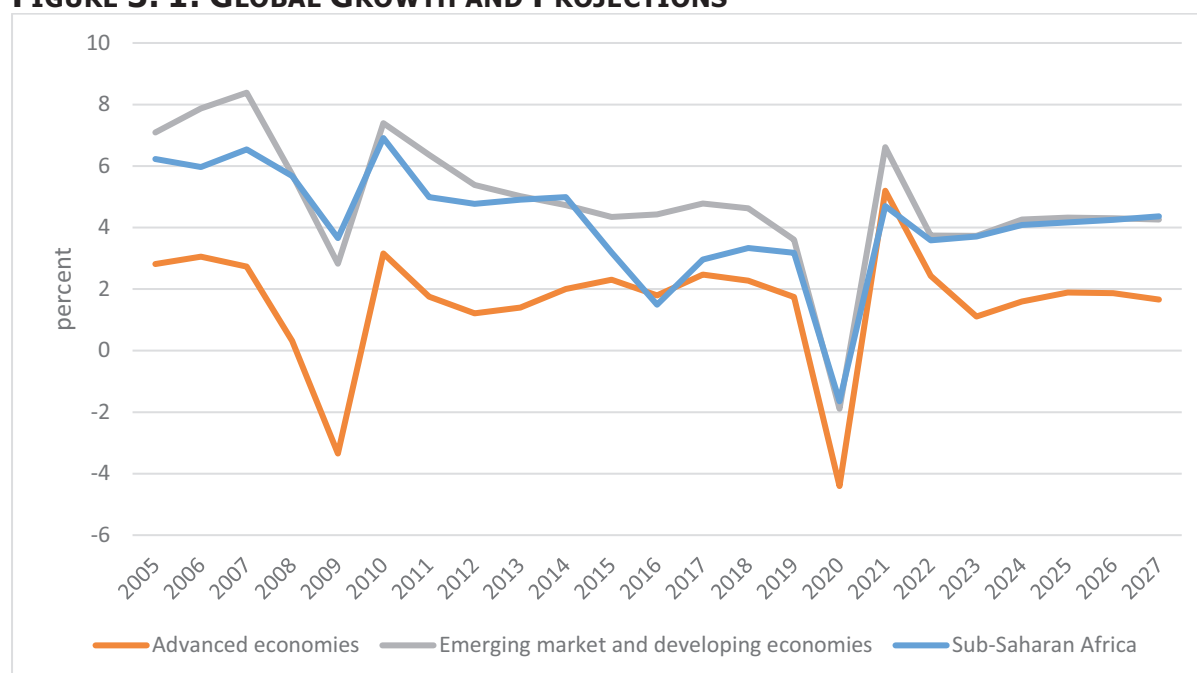
been the case over recent years, it is projected that emerging and developing markets are expected to grow much faster than advanced economies, and will account for the majority of global growth. Interestingly, as shown in Figure 3.1, the IMF is projecting that Sub-Saharan Africa (SSA) will grow as fast as emerging markets as a whole, in contrast to the slower growth of SSA in the 2000s and 2010s. This indicates the opportunities that should arise from greater trade integration in the continent.

Crisis and Resilience

3.3 The global economic environment has been characterised by increased and prolonged uncertainty during NDP 11, particularly during the second half of the Plan period. As the Mid-Term Review (MTR) of NDP 11 was being finalised in early 2020, the world was hit by the COVID-19 pandemic, which required the revision of the MTR, preparation of the accompanying Economic Recovery and Transformation Plan (ERTP), as well as revamping the way in which Government conducted its business. Almost exactly two years later, just as most of the world was finally emerging from pandemic, the Russian invasion of Ukraine dramatically raised global political tensions and caused further economic disruption. Such disruption has manifested itself in the form of notably higher prices for globally traded

commodities (including foodstuffs) and is expected to persist for some time.

FIGURE 3. 1: GLOBAL GROWTH AND PROJECTIONS



Source: IMF World Economic Outlook, October 2022

3.4 These two major disruptions within a period of two years – following the GFC a decade earlier – have some important implications for economic development and policy. They also have some lessons that can help countries to be better prepared to withstand future shocks.

Risk Management

3.5 The need for countries to have the capacity to withstand future shocks cannot be overemphasised. In this regard, countries that will fare best will be those that have built the capacity to handle risk and respond to shocks. This includes having the financial capacity to continue economic activity when shocks occur. One way they can do that is by having sufficient reserves to support the external account (balance of

payments) and savings to support the fiscal account (Government budget).

3.6 A second component of risk management is to be more rather than less diversified. A more diversified economy will increase a country's ability to handle and respond to unexpected shocks. This contributes to a country's resilience, which underpins the minimisation of the short-term impact of shocks and the medium-term recovery from those shocks. Diversification relates to developing a broad-based structure of economic activity, trading partners and trade routes as well as sources of essential goods and services. However, this does not necessarily mean that countries should aim for more self-sufficiency. As IMF research shows, this can lead to less resilience as supply chains become

less diversified⁴. Instead, countries should concentrate on developing a network of supply chains with high substitutability.

Trade

3.7 Successive global crises have also complicated the global trade environment. Whereas global trade grew rapidly during the 1990s and 2000s, it grew more slowly during the decade following the GFC. Geo-political tensions, notably between the United States of America and China, and those associated with the departure of the United Kingdom from the European Union, further disrupted trade during the second part of that decade. The synchronised global response to COVID-19 (in the form of border closures, transport disruptions, and restrictions on movement) negatively impacted trade in a severe manner. As the post-pandemic global economic recovery unfolded during 2021, various bottlenecks emerged in global supply chains, notably in terms of port and freight capacity. As these were being addressed, the war in Ukraine further impacted global markets.

3.8 These trade-related developments have several major implications, which can be summarised in three areas. First, as noted above, by building resilience through diversified sources of supply for key commodities and inputs to production, multiple transport routes for imports and exports; maintaining storage facilities for strategic commodities; and developing domestic productive capacity.

3.9 Second, as the rapid post-pandemic recovery in international trade showed, the ability to trade efficiently across borders is a key component of resilience, while trade is an important facilitator of recovery from shocks. Artificial restrictions on trade (such as those introduced by the UK following Brexit) enlarge the negative impact of crises on growth, and hamper the ability to recover from shocks.

3.10 Third, as major companies try to diversify their global supply chains, new opportunities are emerging for integration into global value chains. For instance, rather than looking for single “least cost” suppliers, major companies will look for a diversified range of suppliers that provide a “least risk” network rather than a “lowest cost” network.

Climate Change

3.11 While the COVID-19 pandemic and the Russian invasion of Ukraine have been the two main crises facing the world economy since 2020, over the longer-term climate change is probably the major challenge facing the world.

3.12 Climate change has many dimensions, and is already impacting most countries and the global economy. It also represents a particular global governance challenge due to its complex interlinkages and the long time period between cause and effect. Suffice to say that a failure to deal effectively with this challenge will have far-reaching negative effects on the

⁴ IMF World Economic Outlook, Chapter 4, April 2022.

population of the world and the global economy for decades to come.

3.13 Dealing with climate change requires action on two fronts. The first is **mitigation**, that is, implementing measures to reduce greenhouse gas emissions at a fast enough pace to keep the rise in global temperatures to a tolerable level. The second is **adaptation**, being changes that have or will become necessary in response to the climate change that is already occurring or will occur in future.

3.14 The primary responsibility for mitigation lies with the world's major GHG emitters – China, the USA, the European Union, India and Russia. The moral responsibility to reduce emissions is particularly strong for countries that have historically been the largest emitters of GHGs – USA and European countries. Most African countries have low levels of historical and current emissions, with the exception of South Africa, which was the world's 13th largest emitter of carbon dioxide (CO₂) in 2020⁵.

3.15 Nevertheless, mitigation is a collective global responsibility, and almost all countries – including Botswana – have submitted a Nationally Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC), indicating the country's commitment to reducing GHG emissions by 2030.

3.16 Meaningful mitigation requires a rapid reduction in the use of fossil fuels, which are mainly used in the energy and transport sectors (coal and gas-fired power generation, as well as

vehicles using petrol and diesel). This has some key implications for economic activity, such as shifting towards renewable sources of energy for power generation, minimising further exploitation of coal resources, and developing plans for managing (and benefitting from) the ongoing shift in vehicle technology away from internal combustion engines (ICE) to battery electric vehicles (BEVs).

3.17 Developments at a national level will be influenced by national policy decisions, but also to a large extent, by global developments. For instance, it will become increasingly difficult to secure financing for coal-based projects, such as transport facilities (like railways and ports) used for the transportation of coal, coal-fired power stations, conversion of coal-to-liquid fuels, and even transmission lines for electricity generated from coal. Oil and gas projects may not be far behind.

3.18 And while NDCs are not legally binding, the moral pressure on countries to abide by their GHG emission reduction commitments, and to be a "good global citizen" will become more intense. Already, many global investors are emphasising Environmental, Social and Governance (ESG) considerations where they direct funding and assess investment performance. For example, mining companies are being challenged to demonstrate their "green" credentials in what is often a polluting industry, through initiatives such as switching away from the use of coal-fired grid power to renewable energy power sources. Financing challenges will be particularly severe for fossil fuel

⁵

<https://www.statista.com/statistics/271748/th>

e-largest-emitters-of-co2-in-the-world/,
accessed 17/4/22.

transport and energy projects, which are typically capital intensive and have long payback periods, in many cases beyond the time period when coal is likely to play a significant economic role.

3.19 Adaptation to climate change also has far-reaching implications, although in different forms for different countries. Countries with large populations in coastal areas will be under the most severe pressure as sea levels rise, with a need to migrate both populations and economic activity. Changing (more extreme) weather patterns will have a global impact, especially on agriculture and health, as temperatures, rainfall and disease patterns change. Countries with agro-based economies may be the most vulnerable, as is the case with many in sub-Saharan Africa. Botswana is one of the countries in the region that is considered to be most exposed to rising global temperatures in the coming decades, with huge impacts likely affecting rain-fed agriculture, nature-based tourism and national water supplies.

Diamonds

3.20 International trade in diamonds and the associated value chain from mining through to the retailing of jewellery have also undergone significant changes in recent years. From an industry characterised by considerable stability in past decades, it is now faced with considerable uncertainty. This first sign of uncertainty became apparent during the GFC in 2008-9, when the industry was deeply affected by the decline in spending on luxuries. Despite a strong post-GFC recovery, the industry then

had a period of weakness that persisted until 2019.

3.21 The advent of the COVID-19 pandemic in 2020 affected the global mobility on which the industry has traditionally depended, as well as the physical presence on which trading, manufacturing and retailing have been based. The industry then rebounded strongly in the post-COVID recovery. However, the conflict in Ukraine has added extreme uncertainty, with Russian "conflict diamonds" having a negative impact on the supply chain and, potentially, consumer demand.

3.22 Besides fluctuations in the level of final demand, the industry has also been going through deeper structural changes, mostly driven by advances in technology as well as changes in consumer tastes and preferences.

i. Competition from artificial or lab-grown diamonds (LGDs)

3.23 The first change relates to the increasing presence of artificial or laboratory-grown diamonds (LGDs) in the market. These can be produced anywhere, using technology that is now widely available, and at a significantly lower cost than is typical for natural (mined) diamonds. While LGDs were originally small and had not penetrated the premium end of the market for larger stones, the size of high-quality LGDs is steadily increasing. The maintenance of a market for natural diamonds depends largely on segmenting the market, to keep them as a premium product that commands a significantly higher price (per carat) than LGDs. Given that natural and LGDs are chemically identical, this is primarily

about marketing, and appealing to different customer groups.

ii. *Consumer preferences*

3.24 A second and related challenge to LGDs is the increasing emphasis on “ethical diamonds”, or Environmental, Social and Governance (ESG) issues more generally. This has moved beyond the traditional “conflict diamonds” concerns that were prominent in previous decades, to a concern with “green” environmental and sustainability issues more generally. LGDs have certain characteristics that have been exploited from this perspective: given that they are produced in laboratories, and can use electricity from renewable sources, their direct impact on the environment – including their carbon footprint – can be minimal. This poses a competitive challenge for natural diamonds, and reinforces the importance of moving mining operations towards the use of renewable energy and away from coal-fired power. As important is emphasising the positive social and economic impact that diamond mining can have in developing countries.

3.25 Furthermore, demographics will also have an impact on consumer demand, as the aging “baby boomer” generation in the USA gets smaller, while younger generations may have less interest in diamonds. They, and growing affluent populations in emerging markets, may be more inclined to buy jewellery using cheaper LGDs.

⁶ While these were being developed pre-COVID, their development has been accelerated as a result of the physical

iii. *Technology*

3.26 A third change relates to the impact of technology in the diamond value chain. Blockchain technology makes it possible to securely trace individual stones from mining, through trading, manufacturing, jewellery-making to market, making their provenance more assured. This is critical in addressing concerns about “conflict-free” and “green” diamonds. Furthermore, web-based auction⁶/sales platforms reduce the importance of old-style physical sales mechanisms. One of the major impacts of COVID-19 and related restrictions was the movement of a portion of jewellery trading from retail stores to online platforms. This movement also allowed for more customised production of jewellery pieces and individual cut stones, on a bespoke basis, as well as vastly reduced needs for inventories along the supply chain.

Russian diamonds

3.27 Following the invasion of Ukraine, the imposition of a wide range of economic and financial sanctions were imposed on Russia, affecting its ability to sell rough diamonds. The major Russian diamond mining company, Alrosa, produces around 30 percent of global rough supplies, and restrictions on trade in these diamonds mean that they are increasingly excluded from the USA market, which is the largest retail market for diamond jewellery in the world. As with many other commodities, one result is a divided world market⁷, rather than a

restrictions on movement and gathering during the pandemic.

⁷ One part that accepts Russian diamonds and the other that does not.

globally integrated one - which in turn, affects prices in the two market segments. This is likely to have an impact on Botswana, as the world's second largest producer of rough diamonds. Higher prices provide windfall gains to diamond producers in the short run, but also provide an opening for LGDs to take a greater market share at the expense of natural diamonds. The long-term dynamics are unclear as the situation is still in flux (as at April 2022), but the overall expectation is of significant market disruption for some time. Such disruption may possibly result in a smaller market for natural diamonds – more focused on higher value, premium products – and a diminished role for Russian supply.

Digital Transition

3.28 The transition towards a more digital economy and society, which has long been under way, was given greater impetus by the COVID-19 pandemic, which restricted travel and physical presence in the workplace. The pandemic also provided an opportunity to pilot the systems – both hardware and software – that are needed in the digital economy, as well as to stress-test those systems in the face of synchronised global demands. It is therefore imperative that countries, including Botswana, draw lessons from the pandemic in order to modernise business operations in order to improve efficiency, and as well to take advantage of emerging opportunities.

3.29 The digital transition manifests itself in many ways. These include more online delivery of services (both public and private), more online interaction (such as for meetings and

conferences), as well as the design of value chains and relationships between participants in those value chains. The digital transition is primarily about information, speed and cost of moving that information around, hence the ease with which economic entities – producers, distributors and consumers – access and use that information. At the same time, information processing and analysis have become much cheaper.

3.30 The impact of this transition is far-reaching. Artificial intelligence (AI) is becoming more pervasive, enabling activities to be digitalised and automated as never before. Fine-tuning of product and service design means that more customisation is possible, whether in healthcare or drug treatments, vehicle or jewellery design, or in financial services. When combined with the ability to deliver services digitally, information processing reduces the need for physical presence. Examples: in e-health, specialists provide diagnosis and direct treatment remotely; through greater customisation, drugs are designed to meet individual health needs; and, in the field of education, economies of scale are harnessed by delivering courses online to tens of thousands of learners at the same or different times.

3.31 When combined with satellite imagery of climate, soil and crop conditions, agriculture can be potentially transformed in a “climate smart” manner.

3.32 Digitalisation is also transforming the financial sector with innovative products and delivery channels, hence new types of financial institutions. Inevitably, the old

structure of financial systems organised around banks with physical branches is fading away, with a diversity of institutions (banks and non-banks) as well as products (with digital versions of existing products, such as insurance and new products, such as mobile money). The sector is also fast-changing, with “fintech” emerging to challenge traditional banking and financial services.

3.33 On that basis, digital financial innovation can help improve access to finance by reducing the costs of providing financial services to low-income households and supporting new products. Regulators have to respond in a balanced manner, understanding and limiting risks while encouraging innovation.

3.34 One ongoing development with the potential to be transformative is the emergence of digital currencies, including crypto currencies, virtual currencies and central bank digital currencies (CBDCs). These have different characteristics as well as advantages and disadvantages.

DOMESTIC MACROECONOMIC REVIEW

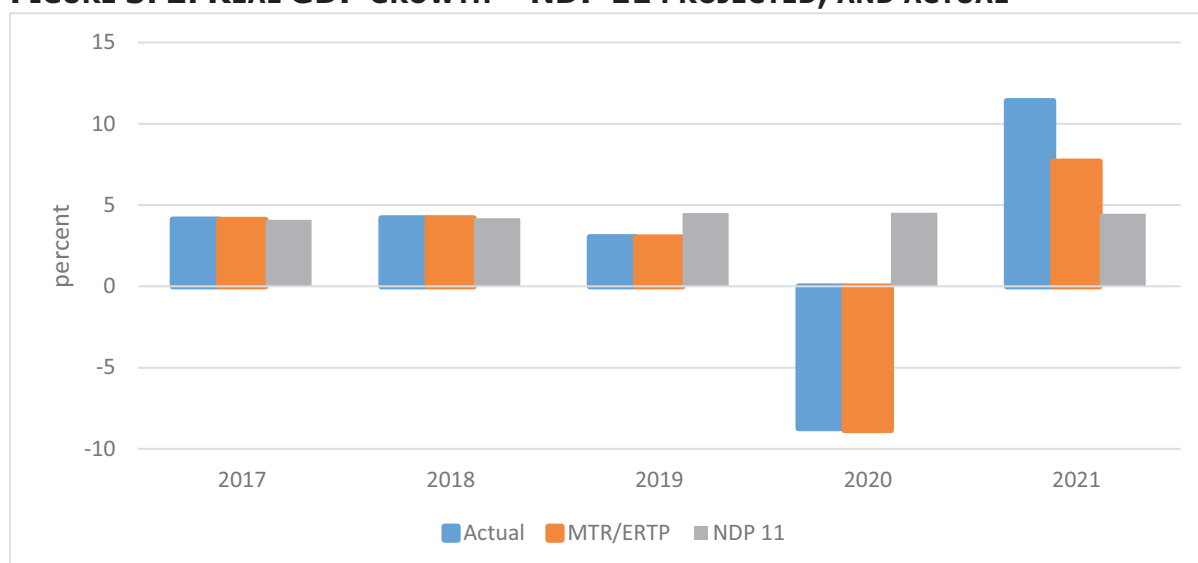
GDP Growth

3.35 The NDP 11 period has been a challenging one, especially in the second half of the Plan period⁸. GDP growth has underperformed over the Plan period as a whole, due in part to COVID-induced recession in 2020. Even though there was a healthy recovery in 2021, overall growth in GDP and per capita incomes during NDP 11 fell short of projections at the beginning of the Plan period. For instance, NDP 11 projected that GDP growth would average 4.4 percent over the five years from 2017 to 2021. However, actual real GDP growth averaged 2.9 percent a year over this period (Figure 3.2). This adds to the challenge of achieving a higher growth rate during TNDP in order to stay on track to achieve high income status by 2036, and to aggressively bring down unemployment.

⁸ This period had two crises in quick succession: COVID-19 in 2020 and the Russian invasion of Ukraine in 2022. These have had a

devastating economic and social impact, both domestically and internationally.

FIGURE 3. 2: REAL GDP GROWTH – NDP 11 PROJECTED, AND ACTUAL



Source: Ministry of Finance, Statistics Botswana

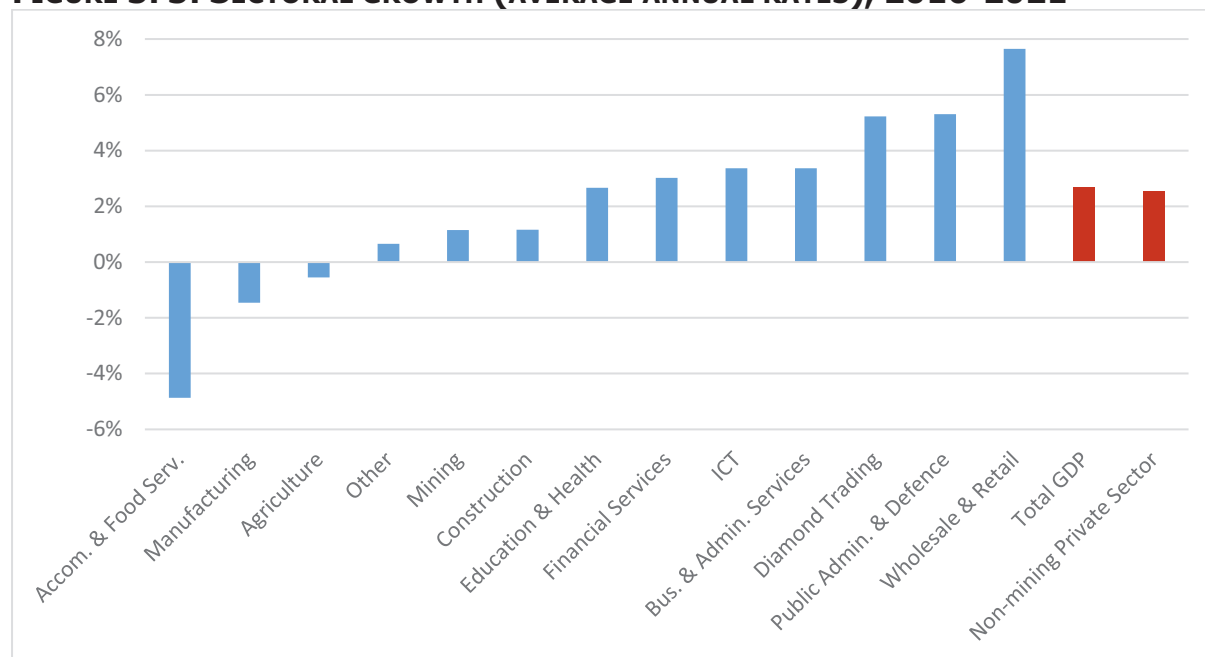
GDP Diversification and Sectoral Growth

3.36 Diversifying the economy to reduce the high level of dependence on mining has long been a central objective of NDPs. One of the results of successful diversification will be a shift towards growth led by the non-mining private sector, with less reliance on mining and Government.

3.37 There is some evidence that this is already happening. The contribution of mining to GDP fell from 24 percent to 17 percent between 2016 and 2021, although the share of Government (including education and health) rose. Overall, the contribution of the non-mining private sector rose from 53 percent to 56 percent of GDP over this

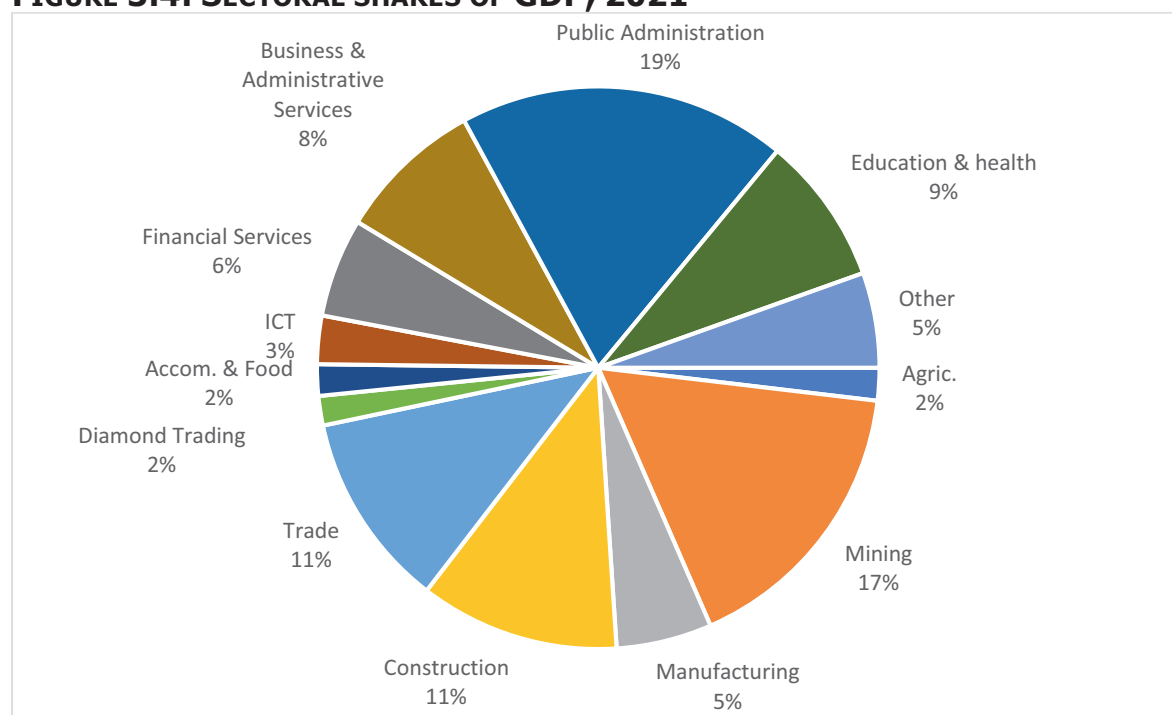
period. However, an important driver of the reduced share of mining was a sharp decline in diamond prices (thus reducing the contribution of mining to GDP), rather than robust growth of the non-mining private sector. Overall, the Government sector (including public administration, health and education) has been the main driver of growth over this period, such that public administration is now the largest sector of the economy (Figure 3.4). Nevertheless, several sectors of the economy have grown faster than mining during NDP 11 (as Figure 3.3. shows) although performance from the critical tourism, agriculture and manufacturing sectors was below expectations.

FIGURE 3. 3: SECTORAL GROWTH (AVERAGE ANNUAL RATES), 2016-2021



Source: Statistics Botswana, National Accounts

FIGURE 3.4: SECTORAL SHARES OF GDP, 2021



Source: Statistics Botswana, National Accounts

Note: "Other" comprises all sectors that individually contribute less than 2 percent to GDP

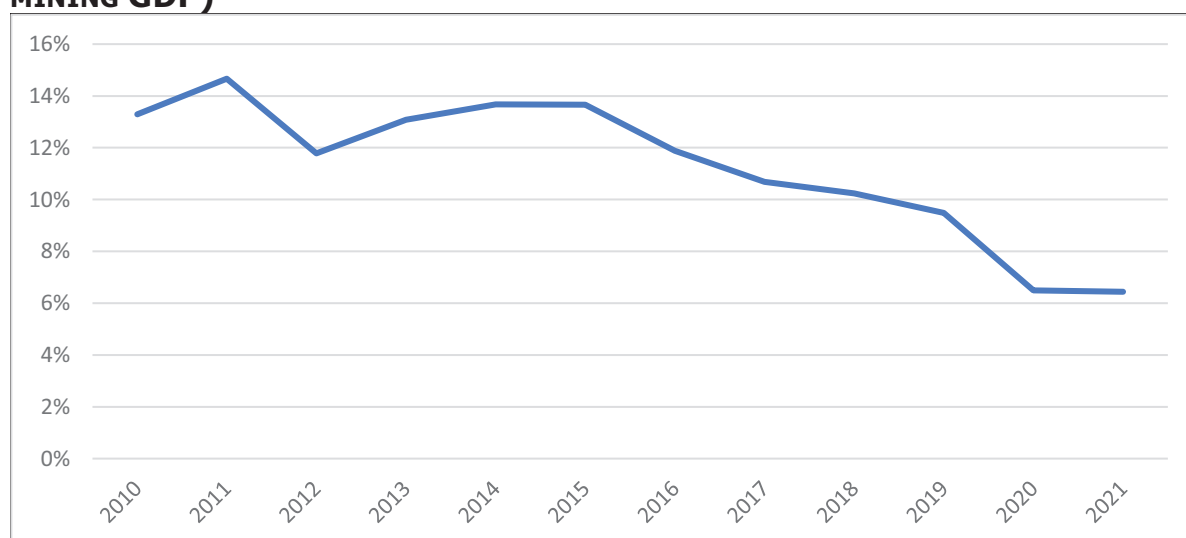
External Account

3.38 Increasing the level of exports and diversifying the composition of exports is of crucial importance for sustainable future growth. Diamonds have been the mainstay of Botswana's exports since the early 1970s and are likely to remain so for some time. However, diamond exports are unlikely to show significant growth in the medium term, are becoming more volatile and will eventually be exhausted. It is therefore essential to develop other exports, including other minerals, manufactured goods and services.

3.39 While there have been efforts to promote other exports, the success of this strategy has been limited (Figure

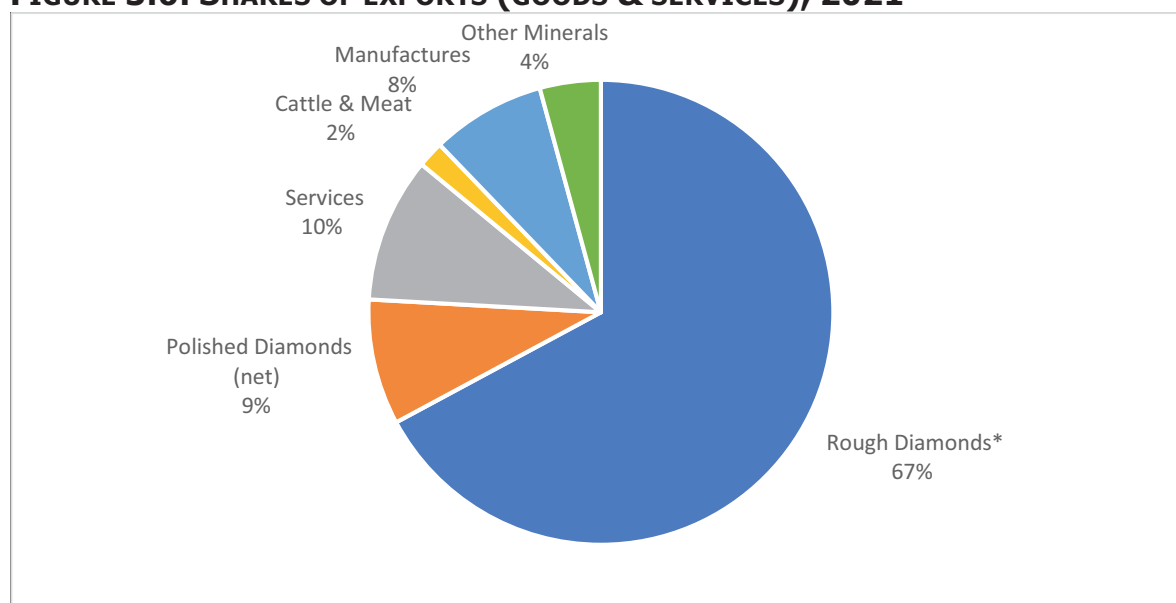
3.5). In 2021, diamonds accounted for 76 percent of total exports of goods and services (including both rough and polished diamonds, but excluding re-exports). Although there have been some success stories, other categories of exports (like other minerals and manufactured goods) remain small (Figure 3.6). However, the major contribution to non-diamond exports has come from services, mainly tourism, with smaller contributions from transport, business and financial services. Although it is now recovering slowly, tourism has been hit hard by the pandemic, with negative growth and lower exports in 2020 and 2021. Overall, the level of non-mineral exports, relative to non-mining GDP, has weakened during NDP 11.

FIGURE 3.5: NON-MINERAL EXPORTS OF GOODS AND SERVICES (PERCENT OF NON-MINING GDP)



Source: Statistics Botswana, Bank of Botswana

FIGURE 3.6: SHARES OF EXPORTS (GOODS & SERVICES), 2021



Source: Statistics Botswana, Bank of Botswana. * excludes re-exports

3.40 The slow pace of export diversification has been a contributor to the deteriorating performance on the balance of payments (BoP), which was in deficit for nine out of the ten years up to 2021 (Figure 3.7). The lack of export diversification also shows up in an extremely large non-diamond trade deficit – whereby non-diamond exports of goods amounted to P8.0 billion in 2021, compared to non-diamond goods imports of P56.4 billion. This shows the urgent need to boost non-diamond exports in order to reduce the vulnerabilities associated with extreme dependence on diamonds for foreign exchange inflows.

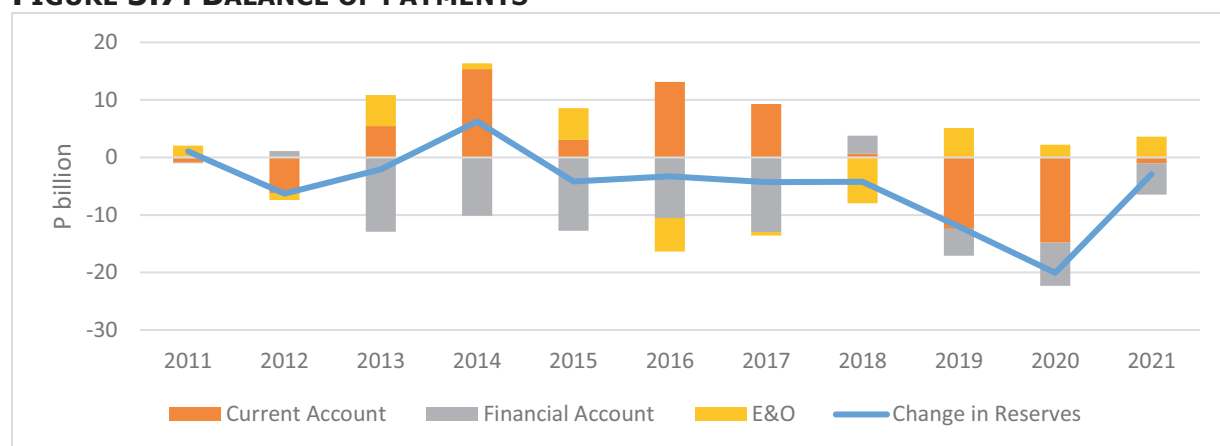
3.41 However, the main driver of BoP deficits has been deficits on the

financial (capital) account, in turn reflecting outward portfolio investment by Botswana pension funds and declining levels of inward FDI. The latter is of particular concern and emphasizes the need to improve the environment for doing business and Botswana’s attractiveness for foreign investment. Net inward FDI (Figure 3.8) has been well below 1 percent of GDP since 2019 – hence pre-dating COVID-19 – and compares with a global average of 4.9 percent of GDP in that year⁹. BoP deficits have resulted in falling foreign exchange reserves, which have declined from 62 percent of GDP in 2015 to 28 percent of GDP in 2021 (Figure 3.9).

⁹ In 2019, Botswana ranked number 153 out of 183 countries globally in terms of the ratio of FDI inflows to GDP

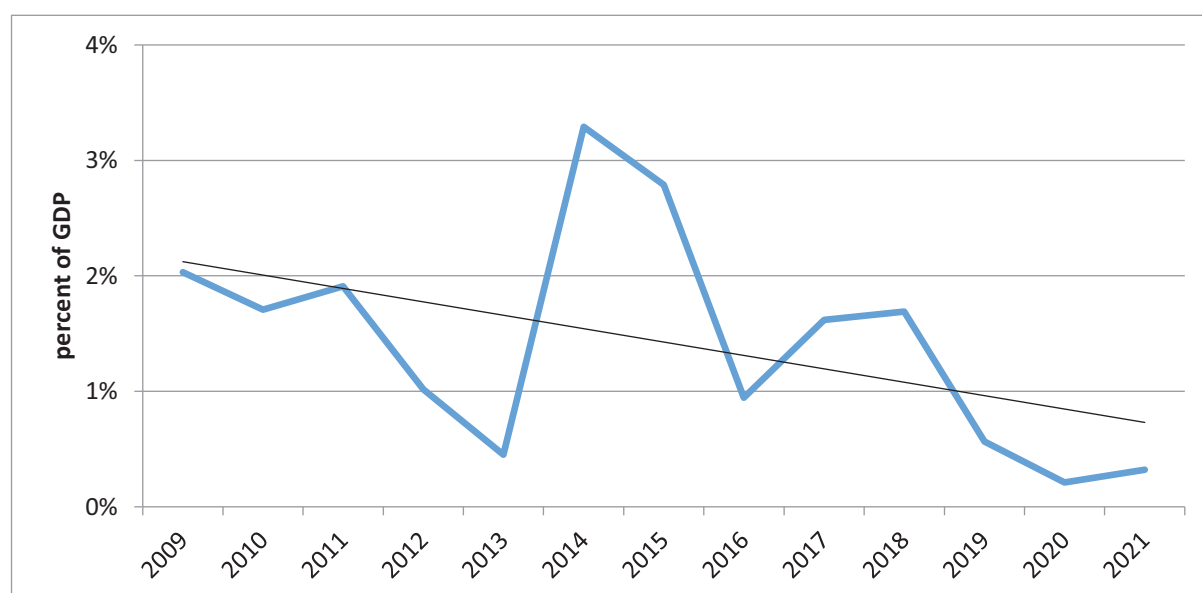
https://www.theglobaleconomy.com/rankings/foreign_direct_investment/, viewed 21st April 2022.

FIGURE 3.7: BALANCE OF PAYMENTS



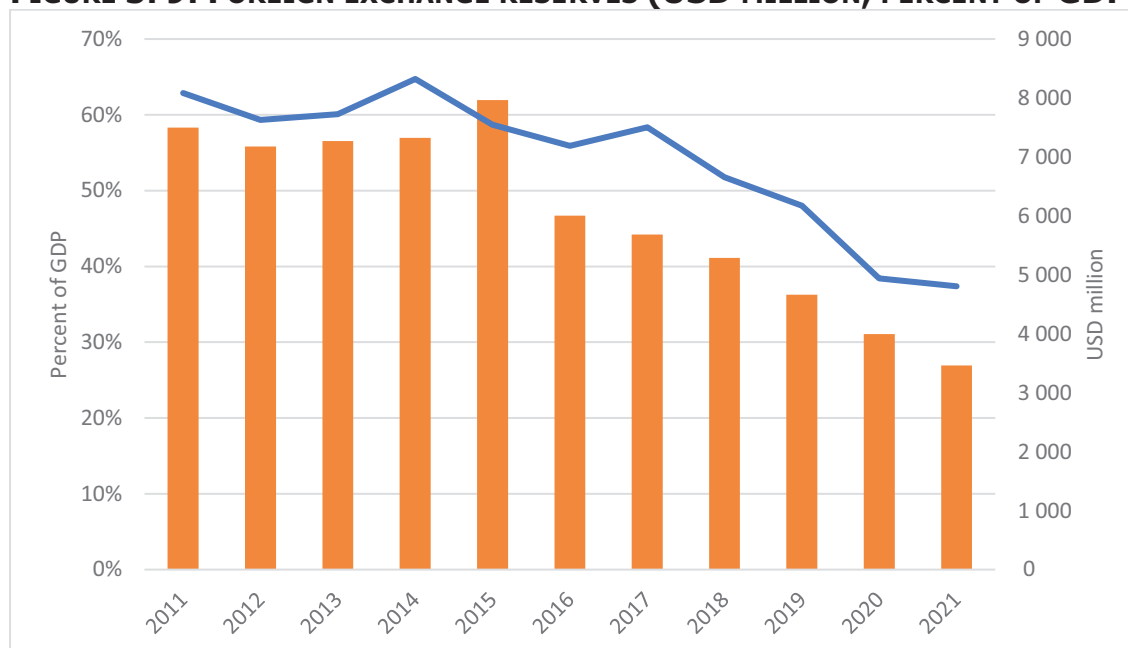
Source: Bank of Botswana, Annual Report 2021

FIGURE 3.8: NET INFLOWS OF FOREIGN DIRECT INVESTMENT (PERCENT OF GDP)



Source: Bank of Botswana

FIGURE 3. 9: FOREIGN EXCHANGE RESERVES (USD MILLION, PERCENT OF GDP)



Source: Bank of Botswana

Fiscal Account

3.42 NDP 11 envisaged a “front-loaded” pattern of spending and fiscal deficits. The first years of NDP 11 projected high levels of spending, around 35 percent of GDP, driven by a large development budget focused on overcoming infrastructure backlogs and developing essential new infrastructure. Revenues were projected at a fairly steady level of around 31 percent of GDP throughout. The substantial deficits in the early years as spending exceeded revenues, would have to be balanced by much lower levels of spending in the second half of NDP 11, in order to generate a broadly balanced budget over the Plan period as a whole. The projected spending pattern in NDP 11, therefore, saw a major reduction to 25 percent of GDP by the end of the Plan, compared to 35 percent of GDP at the beginning.

3.43 NDP 11 also set out a new fiscal rule, whereby 40 percent of mineral

revenues would be saved in the form of financial assets for future generations, while the remainder would be invested in physical and human capital. The intention was that this fiscal rule would be progressively implemented in the medium to long-term, and would be fully achieved by the end of NDP 12. Achieving the fiscal rule target in full requires running a budget surplus equivalent to (at least) 40 percent of mineral revenues in the relevant year.

3.44 Fiscal data are available for the first five years of NDP 11 (i.e. 2017/18 to 2021/22), as well as the budgeted figure for 2022/23. The following picture emerges of Government finances during NDP 11:

Total Revenues

3.45 Actual revenues (P353.7 billion) are slightly below projected revenues (P365.1 billion) over the Plan as a whole, and are on target at 31 percent of GDP overall (Figure 3.10). The negative impact of COVID-19 in revenues in 2020/21 has been mostly

offset by better than projected performance in 2017/18 and 2021/22.

Composition of Revenues

3.46 Mineral revenues have underperformed, largely due to weak performance of the diamond sector in 2019/20, and particularly due to the impact of COVID-19 in 2020/21. Non-mineral revenues have overall been in line with Plan expectations, with SACU receipts slightly lower than anticipated. Significant (15 percent) under-performance of collections of non-mineral income tax was partially balanced by out-performance (10 percent) of VAT and fuel duty receipts. There was significant outperformance (42 percent) of other revenues and grants, due almost entirely to high distributions from the Bank of Botswana.

Total Expenditures

3.47 At P397.0 billion, actual expenditures are 9.0 percent greater than the Plan budget (P364.0 bn), notwithstanding lower revenues. Whereas NDP 11 envisaged a high level of spending in the first half of the Plan before a reduction to more sustainable levels in the second half of the Plan, this has not occurred. Instead, spending has continued to rise through the Plan period and is now anticipated to be some 5.0 percent of GDP and, at 31 percent rather than 26 percent, higher than originally planned by the end of NDP 11. The required fiscal consolidation – to bring expenditure down to a sustainable level of less than 30 percent of GDP – is still to occur and must be a central theme of the TNDP and NDP 12.

Composition of Spending

3.48 The excess spending noted above has mainly been driven by a 29 percent higher-than-planned spending on Government wages and salaries (at P157.3 billion, compared to the planned P122.0 billion). Grants and subventions to local authorities and State-owned Enterprises (SOEs) were also 24 percent greater than planned. While some of the higher spending was necessitated by the need to deal with COVID-19, the fact that most of the excess derives from wages and salaries shows that COVID-19 is not the main driver of higher Government spending. Overall, recurrent spending is far higher as a proportion of GDP than was planned in NDP 11.

Development Spending

3.49 In contrast to the higher recurrent spending, actual spending on the development budget during NDP 11, at P82.4 billion, is expected to be 19 percent below the P101.4 billion planned for NDP 11. This is despite the need for development projects, and reflects several factors: (i) a continued lack of implementation capacity; (ii) poor preparation of development project proposals by Ministries, Departments and Agencies (MDAs); and (iii) a diversion of the budget away from development spending towards a larger Government wage bill and subventions to SOEs and local authorities. This imbalance also needs to be addressed during the TNDP.

Budget Balance

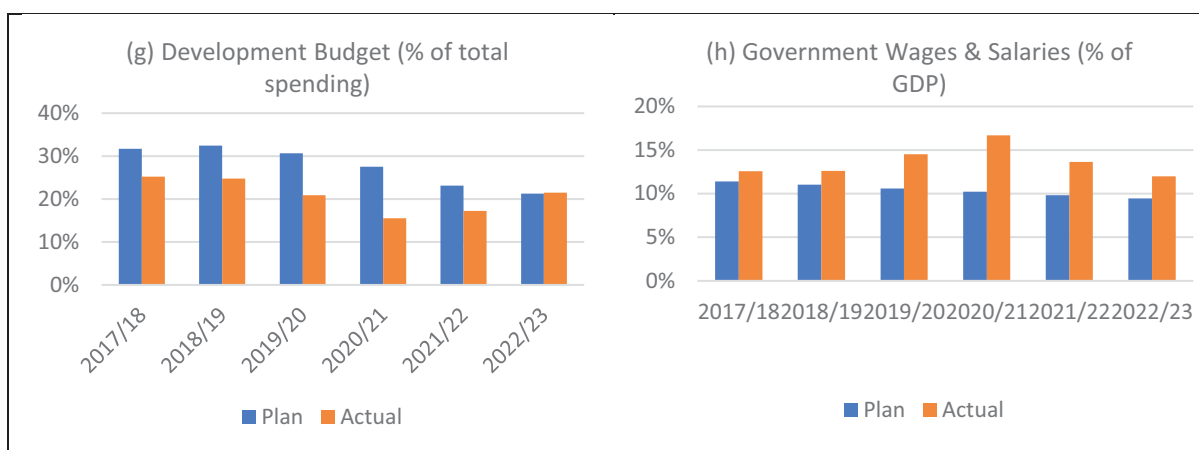
3.50 Whereas NDP 11 envisaged a broadly balanced budget over the Plan period as a whole, the outturn has been

very different, with lower-than-planned revenues and higher-than-planned spending. The inevitable result is a cumulative deficit now anticipated to be

P43.4 billion during NDP 11 - or an average of 4 percent of GDP.

FIGURE 3. 10: FISCAL OUTTURNS, NDP 11 PLANNED AND ACTUAL (PERCENT OF GDP UNLESS OTHERWISE STATED)





Source: Ministry of Finance

* 2022/23 "actuals" are budgeted figures as at February 2022.

Government Finances

3.51 Historically, Botswana has generally succeeded in financing Government spending entirely from fiscal revenues. Over time, budget surpluses led to the accumulation of significant financial savings in the Government Investment Account (GIA), which provided an essential buffer to absorb fiscal shocks and enable the continuation of spending on essential projects and programmes even if revenues are temporarily reduced. Similarly, the burden of public debt has been low, with domestic borrowing mainly undertaken to promote capital market development.

3.52 The large budget deficit during NDP 11 has transformed this situation. Total financing needs during NDP 11 are estimated at P45.9 billion¹⁰. This has been financed mainly by drawdowns from Government's savings balances (the GIA), and to some extent by domestic and external borrowing. Total Government debt (including

guarantees) has decreased from 22.1 percent of GDP at the beginning of NDP 11 (April 2017) to a projected 20.7 percent of GDP in March 2023, with the growth in the absolute value of debt more than offset by the growth in nominal GDP. This is well below the statutory limit of 40 percent of GDP, and below the previous peak of 27.7 percent of GDP reached in March 2012 (Figure 3.11). However, the GIA has been significantly depleted, from P28.8 billion at the start of NDP 11 to P11.4 billion at the end of the 2021/22 financial year. The combination of rising debt and the diminished GIA means that Government's overall Net Financial Assets (NFA) have turned sharply negative during NDP 11 (Figure 3.12).

3.53 In view of the foregoing, two critical fiscal policy implications for the TNDP emerge:

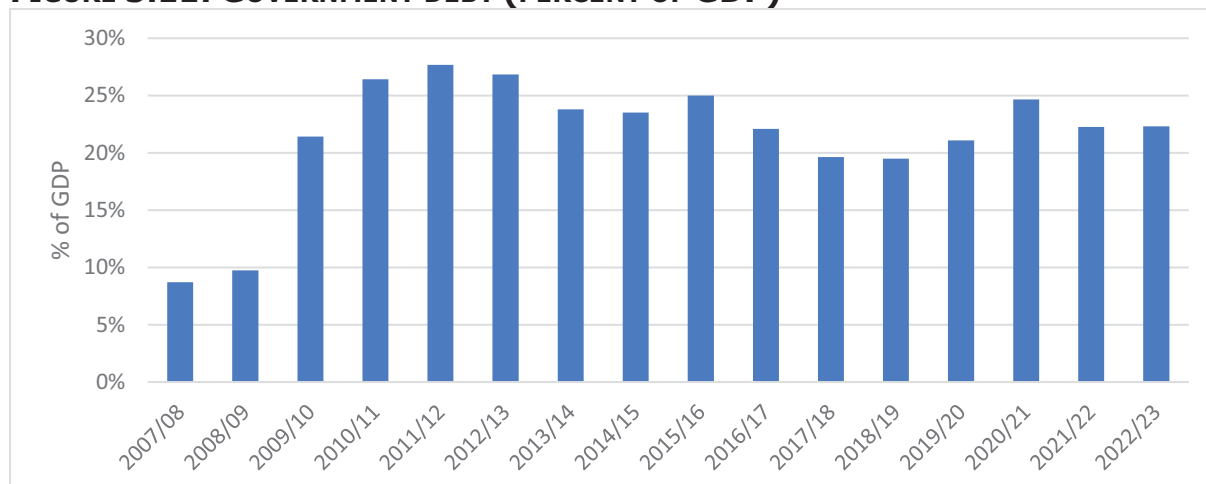
- i. any budget deficits would need to be financed by borrowing, rather than GIA drawdowns. Resultantly, the size of budget deficits becomes critical, in order to avoid

¹⁰ Primarily the accumulated budget deficit, plus some COVID-19 and other expenditures from Special Funds.

accumulating an unsustainable debt burden; and,

ii. the GIA needs to be rebuilt to provide a buffer against shocks. This requires budget surpluses.

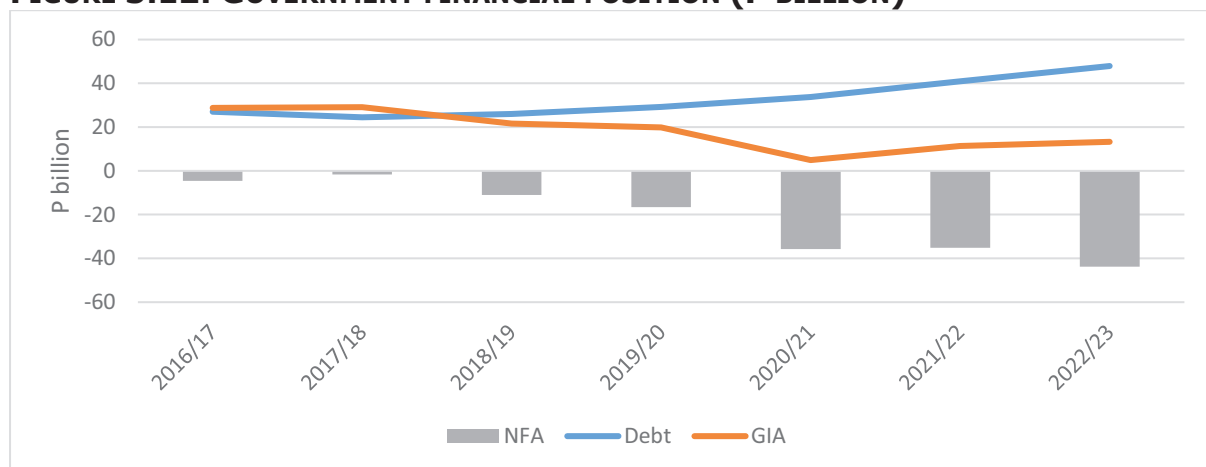
FIGURE 3.11: GOVERNMENT DEBT (PERCENT OF GDP)



Source: Ministry of Finance

NB: includes debt guarantees. 2022/23 is a projection.

FIGURE 3.12: GOVERNMENT FINANCIAL POSITION (P BILLION)



Source: Ministry of Finance

Inflation and Interest Rates

3.54 For much of NDP 11, inflation remained at historically low levels. From April 2017 to March 2021, inflation was consistently below the mid-point of the Bank of Botswana's inflation objective range of 3 to 6 percent, with an average of 2.8 percent. In mid-2020, inflation fell below 1 percent, its lowest ever

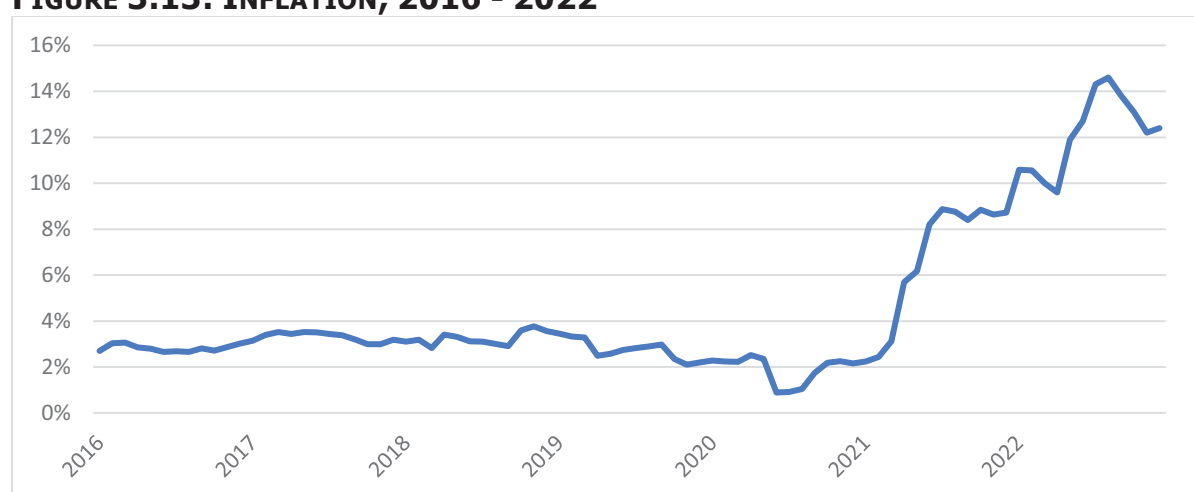
recorded level in Botswana (Figure 3.13).

3.55 However, since April 2021, inflation has been rising sharply, reaching 14.6 percent in August 2022 before declining to 12.4 percent in December 2022. This increase was driven by various factors. Increases in indirect taxes in April 2021 added an estimated 3 percent to inflation.

However, the main driver of the sharp jump in inflation has been fuel prices. Of the 14.6 percent inflation recorded in August 2022, 7.4 percent came from the operation of personal transport (mainly fuel), which recorded annual inflation of 59 percent¹¹. This is exacerbated by the inflationary impact of the Russian invasion of Ukraine in late February 2022, which led to further increases in fuel prices as well as a sharp jump in global food prices.

Furthermore, the import restrictions on fruit and vegetables also contributed to the increase in food prices. Notwithstanding the sharp increase in inflation in 2021-22, it is expected to decline through 2023 and be back within the Bank of Botswana's objective range in late 2023 or early 2024. This is due to the fact that factors driving higher prices are expected to be transitory.

FIGURE 3.13: INFLATION, 2016 - 2022



Source: Statistics Botswana

3.56 Monetary policy retained an accommodating stance throughout the first five years of NDP 11, with a gradual reduction in the Bank rate – the main monetary policy interest rate until March 2021 – from 5.5 percent at the beginning of the Plan period to 3.75 percent by October 2020. However, the sharp rise in inflation required a tightening of monetary conditions, with a cumulative increase of 1.51 percent in the policy rate, and consequently with an increase in the commercial banks'

prime lending rate, between March and August 2022 (Figure 3.14).

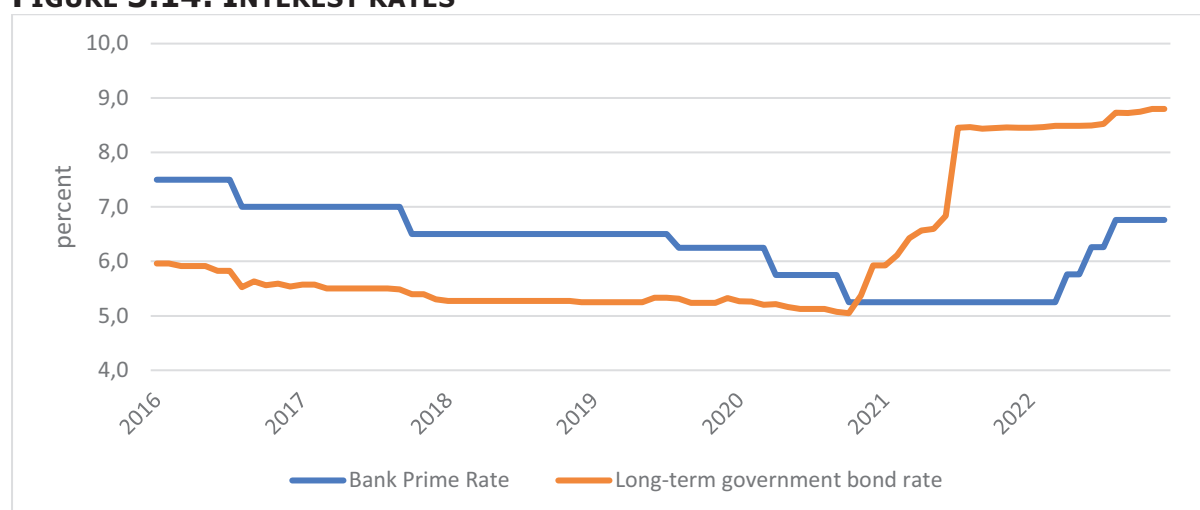
3.57 Furthermore, longer-term interest rates were affected by Government's expanded borrowing programme, and rates on Government bonds rose significantly as a result (Figure 3.14). In many respects, this represents the "normalisation" of Government borrowing costs, which had previously been exceptionally low by the standards of peer countries. The increasing cost of domestic borrowing, and the desire not to crowd out the

¹¹ Botswana has a much higher weight for fuel in the CPI than most other countries, which explains the disproportionate impact of fuel prices on overall inflation. For instance, the

Operation of Personal Transport group has a weight of 12.6 percent in the Botswana CPI, but only 5.8 percent in South Africa.

private sector from the capital market, is a further reason to exercise fiscal restraint and avoid budget deficits.

FIGURE 3.14: INTEREST RATES



Source: Bank of Botswana

Exchange Rates

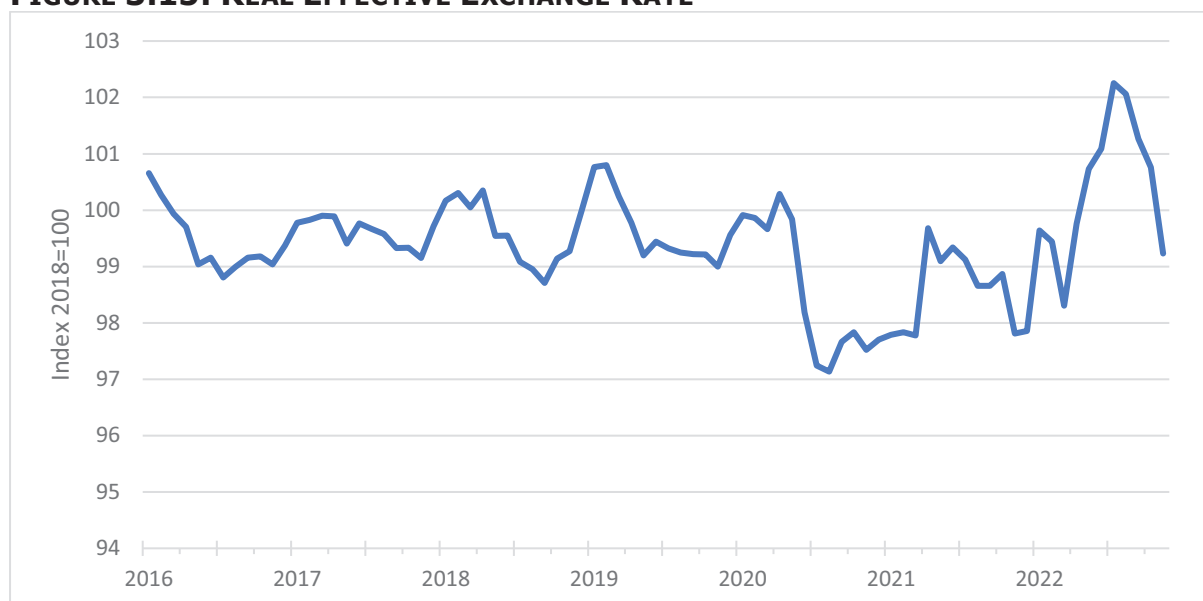
3.58 Botswana's exchange rate policy framework has been largely unchanged during NDP 11. The value of the Pula is determined according to a crawling peg to a basket of currencies comprising the South African Rand (ZAR) and the IMF's Special Drawing Right (SDR). The weight of the Rand in the basket was reduced from 50 to 45 percent in 2017, and the weights have remained unchanged since that time. The rate of crawl was small (+/- 0.5 percent)

through to 2019, but since 2020 a higher rate of downward crawl has been instituted, particularly since the start of the pandemic. This reflected an attempt to support the competitiveness of domestic firms (exporters and producers of import substitutes) and guard against an unwarranted appreciation of the real effective exchange rate (REER), thereby supporting the policy objective of export-led growth¹². While the REER has been largely stable during NDP 11, it has appreciated during 2022 as inflation has risen, (Figure 3.15).

¹² The 2021 IMF Article IV assessment concluded that the Pula was moderately overvalued (REER overvaluation in the range

of 8.5 percent to 15.2 percent) (IMF Country Report No. 21/98, p.36).

FIGURE 3.15: REAL EFFECTIVE EXCHANGE RATE



Source: Bank of Botswana

3.59 The nominal effective exchange rate (NEER) of the Pula, a weighted average of bilateral exchange rates, depreciated by 7.6 percent between the beginning of NDP 11 and December 2022, as a result of the crawling peg. This reflected mixed performance against individual currencies, including appreciation of 3.9 percent against the South African Rand and depreciation of 16.1 percent against the IMF Special Drawing Right over the same period.

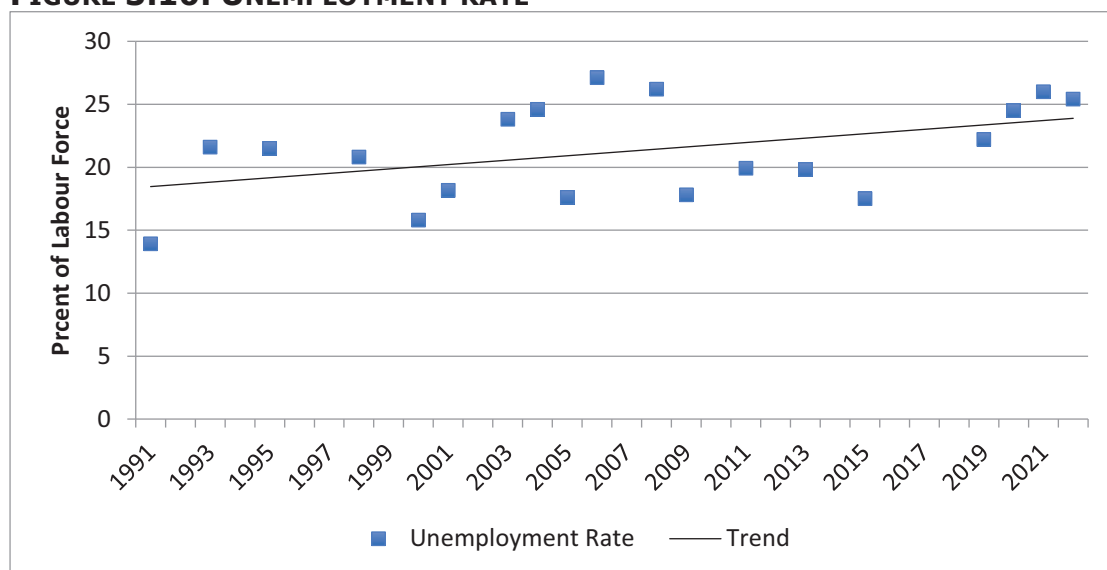
Unemployment

3.60 One of the consequences of low economic growth, combined with continued population and labour force

growth, is that the rate of unemployment has risen during NDP 11 (Figure 3.16). Whereas unemployment was recorded at 17.5 percent of the labour force in the 2015 Labour Force Survey, it had risen to 26.0 percent in December 2021 before declining slightly to 25.4 percent in December 2022. Part of this increase is attributable to the impact of COVID-19, as unemployment was recorded at 22.2 percent in December 2019 (pre-COVID), but even before COVID, unemployment had been rising. While these unemployment rates are high, they are no higher than rates recorded in the mid-2000s¹³. Nevertheless, the long-term trend is upwards.

¹³ Unemployment was recorded at 24 percent (HIES 2002/3); 25 percent (BAIS 2004); 27

percent (Demographic Survey, 2006); and 26 percent (BAIS, 2008).

FIGURE 3.16: UNEMPLOYMENT RATE

Source: Statistics Botswana, various surveys

Poverty and Inequality

3.61 There has been no new official data on poverty rates since the Botswana Multi-Topic Household Survey (BMTHS) results in 2015/16. At that time, the headcount poverty rate was 16.3 percent, with the poverty rate higher in rural than in urban areas. The expectation is that poverty would have continued to decline since that time, although COVID-19 may have had a negative impact on poverty rates.

3.62 Although there have been no recent household surveys, the World Bank prepares annual estimates of poverty rates against the international poverty line of \$1.90 per day (in 2011 PPP\$). These estimates indicate that in 2015, the poverty rate was 14.5 percent, falling to 12.2 percent in 2018, but rising to 15.0 percent in 2020 as a result of COVID-19¹⁴. While inequality has been reduced significantly over the

years, Botswana remains amongst the top 15 most unequal countries in the world¹⁵. Addressing this problem is necessary, not just from a social inclusion and equity perspective, but also because excessive inequality hampers long-term growth prospects.

Demographics

3.63 Updated demographic information will be available once the full results of the 2022 Population and Housing Census (PHC) are made available in early 2023¹⁶. Based on the preliminary results released in May 2022, annual population growth has fallen to 1.4 percent a year, taking the total population to 2.346 million in 2022¹⁷. Based on the 2011 PHC and subsequent population projections, there are significant differences in the growth rates of different age cohorts. The working age population (15-64) has been growing faster than the

¹⁴ World Bank (2022) *Macro Poverty Outlook for Botswana*, April

¹⁵ World Bank (2022) *Inequality in Southern Africa*

¹⁶ The PHC was delayed from its planned timing of August 2021 due to the COVID-19 pandemic.

¹⁷ Statistics Botswana *Population Projections 2011-2026*, Appendix Table 1, medium variant.

average, hence the rapid growth of the labour force. However, the youth population (under 35) has been growing more slowly than the population as a whole, with particularly slow growth amongst the school age population (under 20 years), which has almost stagnated. The fastest growth has been amongst the middle-aged and older adult age cohorts, those aged from 35 to 75, whose share of the total population has increased from 26 percent to 35 percent over this period. This group of older adults is now larger than young adults (15-34 years).

3.64 In short, Botswana's population is aging rapidly. This has a positive aspect – the demographic dividend – whereby the number of dependents that have to be supported by working age adults is declining. However, it has major implications for many aspects of development policy, notably the provision of healthcare and educational resources¹⁸. Another long-term demographic trend is that of urbanization, whereby the share of the population living in urban areas (towns and cities) and urban villages is increasing, and the share of the rural population has fallen to around 30 percent of the total.

CONCLUSION

3.65 Macroeconomic performance during NDP 11 was to some extent overshadowed by the impact of the COVID-19 pandemic, which had a major impact on GDP growth and Government finances. COVID-19 was

the main reason why GDP growth significantly underperformed the NDP 11 target. It also led to a large budget deficit in 2020/21. However, this should not be allowed to distract attention from important underlying trends. Without COVID-19, average GDP growth would have been respectable, but still not enough to significantly bring down unemployment. Furthermore, GDP growth has been too dependent on the growth of the public sector and domestically-focused services, rather than sectors that can contribute to exports. With regard to public finances, COVID-19 made the deficit worse, but even without this development, the commitment in NDP 11 to bring down recurrent spending and secure a balanced budget over NDP 11 as a whole would still not have been met. On a positive note, inflation was kept at historically low levels, with associated low interest rates, until the Russian invasion of Ukraine destabilised global commodity prices.

3.66 Macroeconomic performance during NDP 11 highlights three critical objectives going into the next Plan period. First, raising the GDP growth rate to a level that will be sufficient to bring down unemployment. Second, dealing with emerging external imbalances (and declining foreign exchange reserves) and ensuring that growth comes mainly from exporting sectors. Third, dealing with emerging fiscal imbalances and rising public debt through fiscal expenditure restraint and revenue mobilisation.

¹⁸ The share of the school- and college-age population is declining (affecting the need for school places in particular), while that of the

older population (which typically has higher healthcare needs) is increasing.

CHAPTER 4

MACROECONOMIC PROJECTIONS

INTRODUCTION

4.1 This Chapter provides the macro-fiscal projections required as part of the process of preparing the TNDP. The projections cover the two-year period from 2023/24 to 2024/25, as well as 2025/26, covered by the standard three-year Medium-Term Fiscal Framework (MTFF). They include both the growth of the economy and fiscal resources likely to be raised and made available for Government in order to achieve national development objectives. Fiscal resources include both tax and non-tax revenues, borrowing from the domestic capital market and/or loans from external sources, as well as contributions from public private partnerships (PPPs).

4.2 The Chapter is structured as follows. Firstly, it covers the baseline macro-economic outlook, along with the assumptions used in preparing the projections. This is followed by discussions on the baseline fiscal trajectory and assumptions underpinning the projections. Alternative scenarios for the macro-fiscal profile and risks are presented in the sections that follow.

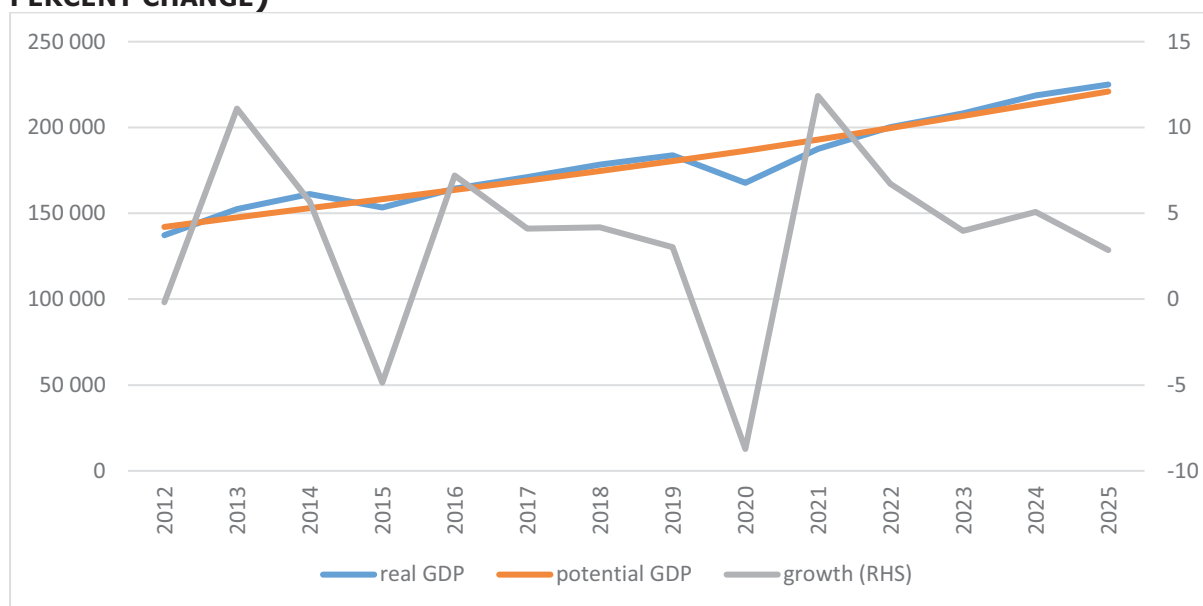
MACROECONOMIC OUTLOOK

4.3 Overall, the baseline forecasts indicate that the economy is projected

to grow at just over 4.5 percent a year through the period of the TNDP (2023 and 2024) as shown in Figure 4.1. By 2025, GDP growth should finally have made up for the losses experienced during COVID-19. Such growth is projected to be slightly higher in the non-mining sector than in the mining sector. However, during this same period, there will be a need to implement changes necessary to achieve the annual average growth of 5.7 percent that is required to propel the country towards high-income status by the end of 2036.

4.4 It is therefore, recognised that significant structural transformation is needed to put Botswana on the path to high-income status by 2036. This structural transformation has a number of critical components which include the following: digital transformation, value chain development based on export-led growth, development of productive infrastructure, reducing dependence on the public sector, and rationalisation of State-owned Enterprises. As concrete measures around these transformative actions are implemented, it is anticipated that growth projections can be revised upwards.

FIGURE 4. 1: MEDIUM-TERM GDP PROJECTIONS, 2022-2025 (BWP MILLION AND PERCENT CHANGE)



Source: MoF, 2022

4.5 Table 4.1 presents the baseline forecasts for economic activity by sector through to 2025, taking into account recent domestic and global economic developments. The baseline

forecasts further assume that efforts to support growth, as articulated in the ERTF, will continue, along with improved policy consistency and coordination.

SECTORAL ASSUMPTIONS

4.6 Over and above continued relaxation of COVID-19 restrictions, other assumptions anticipated to drive growth are discussed below.

Agriculture

4.7 The agriculture sector underperformed in 2020 and 2021, but is expected to show improvements in growth going forward. The sector has been weighed down by the poor performance of livestock farming and the long-term decline of the national cattle herd. Improvements in performance are expected as a result of reform of the Botswana Meat

Commission (BMC), the removal of restrictions on economic activity in the livestock sector - hence greater commercialisation, as well as reforms to support schemes for arable agriculture and horticulture. Efforts to build resilience in food supply chains and reliable domestic production are expected to boost output in the sector. Overall, growth for the sector is projected at 2.7 percent in 2022, a rebound from minus 1.0 percent recorded in 2021, and growth of 2 percent or more from 2023 onwards. The main downside risk emanates from the potential impact of climate change on rainfall, water supplies, arable agriculture and livestock farming

**TABLE 4. 1: GROWTH PERFORMANCE AND PROJECTIONS BY ECONOMIC ACTIVITY
(PERCENT ANNUAL), 2020 - 2025**

	2020	2021	2022	2023	2024	2025
	Actual		Projection			
Agriculture, Forestry & Fishing	-2.7	-1.0	2.7	2.0	2.1	2.1
Mining & Quarrying	-26.5	29.8	8.2	-0.1	5.9	-1.0
Manufacturing	-14.9	8.1	6.8	2.1	2.9	2.1
Water & Electricity	-6.3	9.6	39.4	23.6	15.0	5.0
Construction	-11.4	6.5	3.0	4.3	3.7	4.8
Wholesale & Retail	1.2	14.0	4.0	5.6	4.8	6.6
Diamond Trade	-36.7	85.0	41.8	7.0	4.0	5.0
Transport & Storage	-6.4	5.9	3.6	3.4	3.5	3.4
Accommodation & Food Services	-28.5	-1.5	4.3	4.0	4.5	3.8
Information & Communication Technology	2.0	4.4	5.6	4.0	4.7	4.7
Finance, Insurance & Pension Funding	2.7	0.6	2.3	3.4	4.0	3.7
Real Estate Activities	-3.1	7.9	3.4	5.0	5.4	5.2
Professional, Scientific & Technical Activities	-1.8	6.8	2.9	4.9	4.0	4.4
Administrative & Support Activities	-7.3	8.9	3.7	3.0	4.4	3.0
Public Administration & Defence	7.0	4.5	7.5	6.3	6.1	1.5
Education	-0.1	1.9	2.0	6.3	7.0	7.3
Human Health & Social Work	2.8	6.2	3.0	4.5	4.0	4.2
Other Services	-6.1	4.6	1.6	1.6	1.5	1.5
Total Value Added, Gross	-9.1	11.9	6.7	4.0	5.1	2.9
Adjustment Items (taxes less subsidies)	2.7	9.2	6.5	3.8	4.9	2.8
Total GDP	-8.7	11.8	6.7	4.0	5.1	2.9
GDP excluding Mining Value Added	-3.5	7.8	6.3	5.1	4.9	3.9

Source: MoF, 2022.

Mining

4.8 The diamond sub-sector is anticipated to show a strong recovery in 2022, in line with increased demand for rough diamonds and higher prices.

The continued relaxation of COVID -19 travel restrictions is anticipated to smoothen sales, with corresponding increases in output levels in the medium-term.

TABLE 4. 2: MINING PRODUCTION PROJECTIONS, 2022 - 2025

	2022	2023	2024	2025
Diamonds (Million Carats)	24,238	24,084	25,577	25,229
Debswana	23,897	23,736	25,249	24,882
Boteti (Karowe)	341	349	328	347
Copper (tonnes)	32,691	50,000	75,000	90,000
Khoemacau	32,691	50,000	60,000	60,000
Motheo			15,000	30,000
Coal (tonnes)	3,208,389	3,429,178	3,829,178	4,229,178
Morupule	2,461,524	2,482,313	2,682,313	2,882,313
Minergy	746,865	946,865	1,146,865	1,346,865
Mupane Gold (EVP)	316,573	316,573	316,573	316,573
Botswana Ash, soda + salt (EVP)	461,889	461,889	461,889	461,889
Other Mining	411	411	411	411
Mining Support Services	856	857	858	856

Source: Department of Mines, Debswana

4.9 Despite the positive outlook in the diamond industry, the recent economic sanctions imposed on Russia, combined with the prolonged spill-over effects of the Russia-Ukraine conflict, could increase supply and demand uncertainties in the diamond sub-sector. A shift towards substitutes like synthetic (man-made or lab-grown) diamonds due to supply shortages and increased prices for natural diamonds, may constrain activities in the diamond retail market.

4.10 Further, other factors such as squeezed real incomes due to higher global inflation, declining stock markets and the winding down of COVID-19 related stimulus packages could negatively affect demand for luxury goods. Issues related to the traceability of diamonds are also viewed as having

the potential to lower demand for diamonds. Against this backdrop, these developments need continuous monitoring in order to react timely and minimize potential adverse effects on the economy.

4.11 Prospects for the non-diamond mining look positive, mainly reflecting increased copper production, (Table 4.2). The new Khoemacau mine produced just under 33 000 tonnes of copper in 2022 with a projected gradual ramp-up of production to 60 000 tonnes in 2024 on the basis of current capacity. Additional copper production is also assumed from Motheo Copper Mine (MCM), with production expected to start in 2024. Despite long-term goals of a green economy, coal production is anticipated to increase in the short to medium term, mainly due to increased production for export as a

result of higher international coal prices.

Manufacturing

4.12 A rebound in economic activity supported by a strong recovery was notable in 2021, with the manufacturing sector registering growth of 8.1 percent, much of which was attributed to the performance of the Diamond Cutting & Polishing sub sector. During 2023-25, manufacturing is anticipated to grow by an average of 2.4 percent, as the industry benefits from Government support initiatives aimed at promoting export-led growth. The impact of these initiatives will continue to be monitored as they play out. Growth is also expected to be boosted by positive prospects in diamond cutting and polishing, beef exports (boosting the meat and meat products sub-sector), light manufacturing of mechanical and electrical equipment and building materials, food processing and vaccine manufacturing.

Water and Electricity

4.13 While electricity production has been volatile, there are positive prospects going forward due to increased output from the Morupule B Power Station, reduced electricity imports, and new production from renewable sources as solar power projects are rolled out under the Integrated Resource Plan. Water production is set to increase due to investments in water supply projects throughout the country, including the North South Carrier 2.2 and 2.3 projects, as well as network extension to towns and villages.

Diamond Trading

4.14 Diamond Trading has recorded positive growth with strong demand for rough diamonds in the second half of 2021 continuing into 2022. Positive prospects for rough diamond sales are expected during the TNDP period, in line with strong demand for rough diamonds underpinned by potential supply constraints stemming from the US and European sanctions on the import of Russia's diamonds. These have the potential to sustain high prices and drive demand for Botswana's rough diamonds over the TNDP. Nevertheless, projections of diamond sales are subject to a high degree of uncertainty given current macro-economic and geo-political developments, with risks of a negative impact from the global economic slowdown.

Wholesale & Retail

4.15 Wholesale and retail trade has long been one of the most buoyant sectors of the economy. The recent public sector salary adjustments are likely to increase demand and value added in the sector. However, this may be offset by higher inflation through a drop in real incomes if the current food and energy crisis is prolonged. Overall, the sector is anticipated to grow at a rate of over 5.7 percent during the TNDP period.

Accommodation & Food Services

4.16 Prospects for accommodation and food services look positive in 2022 and beyond, as recovery from the huge negative impact of the COVID-19 pandemic in 2020 and 2021 continues. Despite some recovery in late 2021 and early 2022, tourism activity remains

well below the pre-pandemic level, indicating the scope for further recovery. The sector is expected to register positive performance throughout the TNDP, owing to continued increase in demand for conferencing facilities, coupled with recovery in travelling and tourism activities. Continued Government support for the development and diversification of tourism products, services and facilities is anticipated to add impetus to growth, such that this should be one of the fastest-growing sectors of the economy during the TNDP.

Transport and Storage

4.17 Transport and storage services are also anticipated to grow relatively fast during the TNDP, reflecting improvements in air travel (as travel continues to recover both domestically and globally) and the impact of the Kazungula Bridge on cross-border trade.

Construction

4.18 Prospects for the construction sector remain positive during the TNDP period, with the sector anticipated to grow by over 4 percent, underpinned by the ongoing and upcoming development projects such as construction of major water development and sanitation infrastructure, primary schools, major roads and shopping malls as well as facilities backlog eradication. However, the full potential output realised from the sector depends on faster implementation of public sector projects and higher private sector investment.

Finance, Insurance and Pension Funding

4.19 The impact of the pandemic on financial services was less pronounced than other sectors of the economy. Growth prospects continue to be driven by opportunities arising from fintech products and continued improvements in banking services and the introduction of new products as banks increase financial intermediation. However, downside risks are associated with rising interest rates on the back of a high inflation environment due to the adverse impact of the Russia-Ukraine War on food and commodity prices. Overall, the sector is projected to grow at over 5 percent during the TNDP.

Real Estate

4.20 To a large extent, real estate service activity is driven by cash flow and consumption levels and the latter has been subdued. With real incomes likely to be depressed due to the high inflation environment, growth in the sector is also likely to remain subdued. The impact of the 30 percent transfer duty on foreign investment in property market also creates a drag on growth. Tightening monetary conditions could also deter property loans. Nonetheless, growth in real estate is anticipated to pick up in years ahead.

Information and Communications Technology

4.21 Continued higher demand for data services and internet connectivity are anticipated to spur growth within the Information and Communications Technology sector, as the economy continues to adapt to the growing demands of online services such as

virtual platforms. Sectoral growth will also be boosted by the SmartBots project and the movement of public services online. On account of this, the sector is forecast to grow at over 4 percent during the TNDP period.

FISCAL OUTLOOK

4.22 The updated fiscal projections prepared for the TNDP point to a positive outlook, as the economy continues to recover from the impact of the COVID-19 pandemic. Despite a projected deficit in Financial Year 2022/23, surpluses are projected over the medium to long term. These surpluses are underpinned by expectations of positive growth in the economy on account of a strong diamond sector recovery. This good performance of the mining sector is expected to spur growth in mineral revenue collection as well as fiscal and external performance. As per the macroeconomic projections above, we also expect the non-mining sector to continue to perform strongly.

4.23 Beyond the recovery in economic activity, the fiscal landscape is anchored in Government's fiscal strategy of (i) **fiscal consolidation** in an effort to improve public expenditure management and ii) **rebuilding the country's fiscal buffers**. This strategy is complemented by other measures such as **reducing the wage bill** as a share of GDP and **improving the efficiency** of parastatals and SOEs. In addition, efforts to revamp the current fiscal strategy by introducing a **new fiscal rule is expected to strengthen spending discipline**. It is anticipated that these combined measures will bear fruit in the medium to long term, with a gradual reduction

in the size of the recurrent budget relative to GDP.

4.24 With respect to the proposed fiscal rule, the main thrust is to safeguard the country's resource revenues, given the anticipated long-term decline of the main revenue source - the diamond industry. For a long time, the fiscal path has been faced with a declining revenue trend that is occurring mainly on the back of mineral revenue volatility, amidst high expenditures. This has contributed to widening fiscal deficits, with sharp declines in external reserves and Government deposits, while net financial assets have steadily fallen to negative levels. This calls for a new fiscal strategy that reverses these trends by ensuring a better anchor to fiscal policy, supported by a strong fiscal rule framework (see Box 1) to ensure long-term sustainability.

2021/22 Budget Outturn

4.25 Overall, the preliminary 2021/22 budget outturn of March 2022 showed a narrowing gap between revenues and expenditure when compared to the 2022 Budget Speech. In this regard, a much smaller deficit of P104 million (-0.05 percent of GDP) was realised than the deficit of P10.2 billion (-5.1 percent of GDP) that was initially projected. To a large extent, this reflected higher than anticipated revenue collections, along with underspending in certain expenditure categories, notably development project spending. The non-traditional primary balance continues to be significantly lower, indicating that there is still scope to grow domestic revenue generating opportunities beyond the traditional sources.

4.26 With regard to Total Revenue and Grants, the preliminary budget outturn showed that most revenue items, with the exception of SACU revenue, performed in line with expectations when compared to the revised budget for 2021/22. In this instance, Total Revenue and Grants stood at P68.6 billion, which was an increase from P49.4 billion that was recorded during the 2020/21 financial year. More specifically, higher mineral revenues due to the rebound in mineral sales, particularly diamonds, contributed to the increase. Mineral revenue grew significantly by 142.8 percent to P23.2 billion in 2021/22, compared to P9.6 billion in 2020/21.

4.27 Non-mineral income tax also showed an increase over the same period, rising from P10.1 billion in 2020/21 to P12.5 billion in 2021/22. This was mainly due to an increase in taxable income as employees' salaries were restored following resumption of business activity. This was further amplified by an increase in withholding tax and repayments of previous tax deferments. VAT recorded an increase of 40.3 percent to P10.9 billion, as the impact of the increase in the VAT rate, fuel levy and increased consumption led to high collections in import and internal VAT¹⁹. Meanwhile, the decline

in SACU receipts occurred against the backdrop of a smaller revenue pool available for distribution to member states and repayment for the overpayment of P0.617 billion made in 2019/20. SACU receipts fell from P16.5 billion in 2020/21 to P14.1 billion in 2021/22.

4.28 On the expenditure side, the preliminary 2021/22 budget outturn indicated that total expenditure and net lending was P68.7 billion, an increase from P65.8 billion in 2020/21. The increase was broadly in line with the pick-up in development spending and other charges as awarding of tenders, travelling, and general expenses resumed during 2021/22, following the decision to suspend these during the outbreak of COVID-19 in 2020.

4.29 Consistent with the above, an increase in cash balances was noted, allowing room to partially replenish the Government Investment Account (GIA).

¹⁹ Of the P10.9 billion, VAT amounted to P9.7 billion and fuel levy P1.2 billion.

FIGURE 4. 2: REVENUE AND SPENDING AS PERCENT OF GDP, 2019/20 TO 2025/26

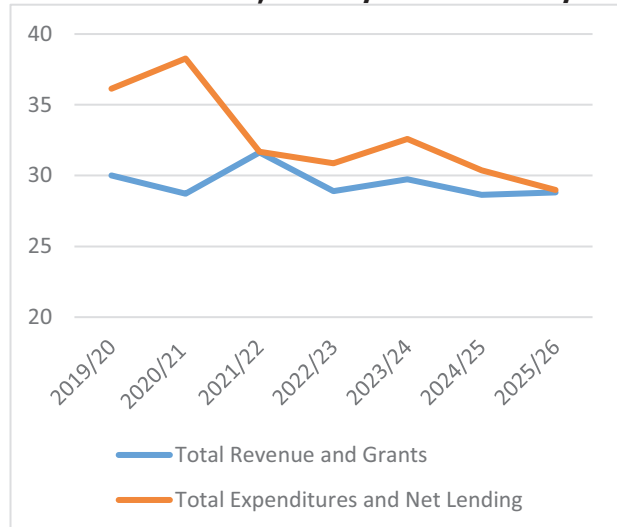


FIGURE 4. 3: FISCAL BALANCES

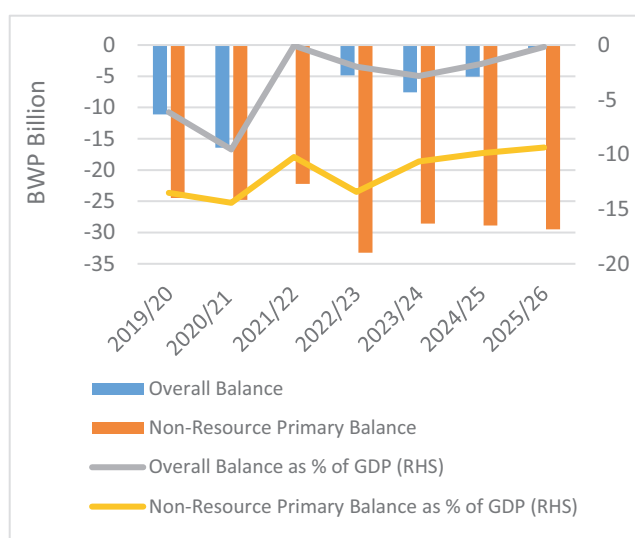
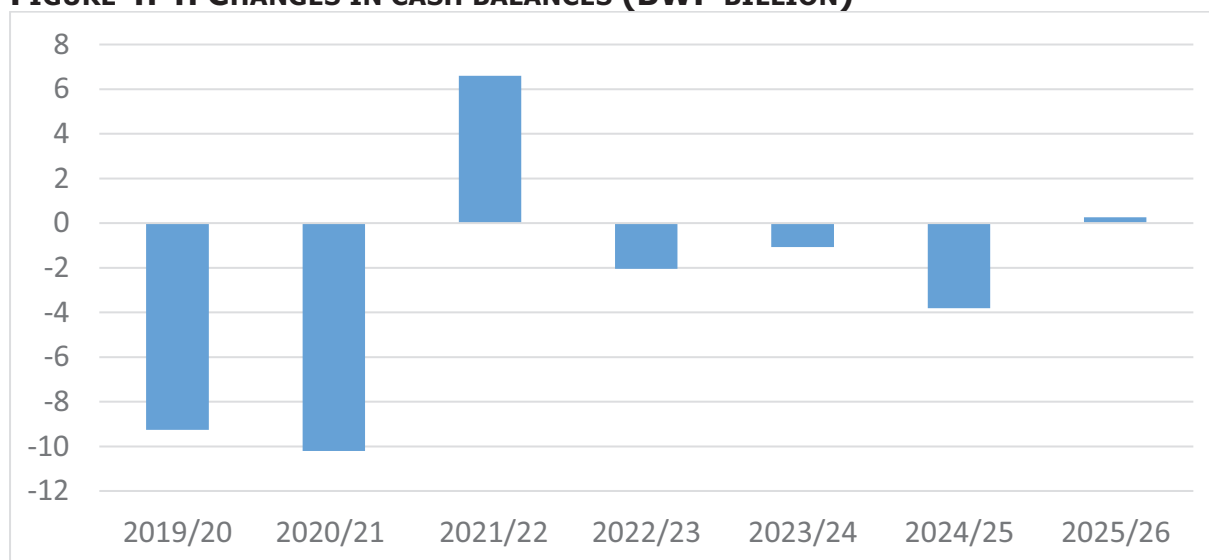


FIGURE 4. 4: CHANGES IN CASH BALANCES (BWP BILLION)



Source: MoF, 2023

Note: * Denotes Preliminary Outturn

Revenue and Expenditure Projections, 2023/24 to 2025/26

4.30 Despite a sizeable projected deficit in the 2022/23 financial year, the fiscal position is forecast to improve over the medium term, as the gap between expenditure and revenue narrows owing to improved SACU revenues, robust performance in the

diamond sector, and expenditure restraint. Sanctions on Russia's diamond industry will likely have an impact on global diamond prices and spur demand for Botswana's diamonds, underpinning growth in mineral revenues, although this may be offset by slower growth in major economies.

4.31 The implementation of revenue mobilization measures such as the upward adjustment of the rate of VAT

from 12 percent to 14 percent, an increase in the fuel levy and the withholding tax rate on dividends - to name a few, will continue to stimulate revenue growth as Government aims to augment volatile traditional sources of revenue. Faster implementation and the composition of fiscal consolidation measures could also help create much-needed fiscal space and restore the GIA to pre-COVID-19 levels.

4.32 Generally, Government's concerted efforts aimed at controlling the wage bill and other cost containment measures, including rationalising some SOEs, are anticipated to contribute to the positive fiscal landscape.

4.33 Consistent with this, financing needs are projected to decline, leading to a corresponding improvement in Government cash balances held at Bank of Botswana. On the back of this, the recurrent budget is projected to average approximately 23.6 as a percent of GDP over the medium term, when compared to an average of 28.1 percent over the past five years. Meanwhile, the impact of domestic revenue mobilisation measures is

anticipated to add approximately 2.2 percent as a share of GDP annually into the medium term, thereby supporting Government's fiscal consolidation efforts.

4.34 More specifically, it is anticipated that total revenues and grants will reach P71.5 billion during the 2022/23 financial year. Over the three-year period of the medium-term fiscal framework (2023/24 to 2025/26), these are projected to increase from around P79.7 billion to P90.8 billion (see Table 4.3). Total expenditure and net lending expected to register P76.4 billion in 2022/23, owing to an increase in salaries and budget allocations to development spending. Total spending is forecast to increase from P87.4 billion to P91.3 billion during the MTF period. Against this background, a deficit of P4.9 billion is forecast in the financial year 2022/23, followed by sizeable budget deficits of P7.6 billion and P5.0 billion during the TNDP period. With plans for sharp increase in development spending during the TNDP, the achievement of the balanced budget objective has been pushed further into the future.

TABLE 4. 3: SUMMARY OF FISCAL PROJECTIONS (MTFF, BWP MILLION)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Total Revenue and Grants	49,375	68,570	71,535	79,788	83,716	90,761
Mineral Revenue	9,573	23,244	30,183	23,339	26,373	31,217
Customs & Excise Revenue	16,459	14,148	14,365	24,934	23,252	22,713
Non-mineral Income Tax	10,108	12,539	13,467	14,767	16,137	17,535
VAT	7,804	10,950	10,680	13,301	14,535	15,795
BOB Revenue	4,009	5,581	203	829	700	700
Other Revenue & Grants	1,421	2,108	2,637	2,618	2,719	2,801
Total Expenditures and Net Lending	65,789	68,675	76,413	87,378	88,775	91,286
Recurrent Expenditure	55,627	56,920	60,122	66,511	67,457	68,602
Personal emoluments & pensions	28,700	29,560	29,638	34,438	35,127	35,654
Other Charges	9,773	10,451	11,284	13,104	13,389	14,933
Grants & Subventions	15,967	15,746	17,344	16,600	16,403	15,774
Interest payments	1,188	1,164	1,856	2,369	2,538	2,241
Development Expenditure	10,228	11,840	16,430	21,008	21,412	22,777
Net Lending	-66	-85	-139	-141	-94	-93
Overall Balance	-16,414	-104	-4,878	-7,590	-5,059	-524
<i>Overall Balance as % of GDP</i>	<i>-9.5%</i>	<i>0.0%</i>	<i>-2.0%</i>	<i>-2.8%</i>	<i>-1.7%</i>	<i>-0.2%</i>
Non-Resource Primary Balance	-24,800	-22,185	-33,204	-28,560	-28,894	-29,500
<i>Non-Resource Primary Balance as % of GDP</i>	<i>-14.4%</i>	<i>-10.2%</i>	<i>-13.4%</i>	<i>-10.6%</i>	<i>-9.9%</i>	<i>-9.4%</i>
GDP at current prices	171,905	216,755	247,536	268,198	292,305	314,948
FINANCING	16,414	104	4,878	7,590	5,059	524
External Loans	185	4,661	1,835	5,554	173	173
Internal Loans	12,060	12,799	10,000	15,584	16,750	10,000
Less Amortisation (External)	-1,549	-1,531	-1,734	-1,778	-1,817	-2,291
Less Amortisation (Internal)	-5,030	-9,952	-7,017	-12,585	-13,765	-7,013
IMF Transactions	-246	134	-250	-250	-80	-80
Other Financing	780	802	-10	-10	-10	-10
Change in Cash Balances	10,215	-6,809	2,054	1,079	3,808	-255

Source: MoF, 2023

4.35 It is important to emphasise that a balanced budget is necessary to **stabilise fiscal buffers**, and in due course, surpluses will be necessary to **rebuild** those fiscal buffers, which are mainly held in the form of the GIA held at the Bank of Botswana. These are essential to enable the Government budget to withstand potential fiscal shocks of the kind seen in 2008/9 with the GFC and in 2020 with the COVID-19 pandemic. The depletion of the GIA during COVID-19 has left the financial position vulnerable to future shocks, hence the need to rebuild buffers

through budget surpluses. Ideally, sufficient financial assets should be accumulated to provide income to Government to replace mineral revenues when they eventually decline.

4.36 The underlying assumptions for the baseline scenario are presented below.

- i. Mineral Revenue is forecast in line with diamond projections from Debswana, adjusted for other non-diamond mines.

- ii. Customs and Exercise revenue is forecast based on a pre-determined formula, adjusted with a two-year lag, and assuming a small depreciation of the Pula against the Rand, over the projection period.
- iii. Non-Mineral income Tax (NMIT) grows in line with nominal non-mining GDP. On the upside, NMIT is anticipated to be boosted by anticipated recoveries from deferrals, an increase in withholding tax and an increase in salaries over the period 2022/23 to 2024/25.
- iv. VAT grows in line with nominal non-mining GDP adjusted for the increase in the VAT rate and fuel tax.
- v. BoB Revenue in 2022/23 is revised downwards to P203 million (reflecting the low level of the GIA) and then P829 million in 2023/24 onwards.
- vi. Other Revenues and Grants grow in line with nominal non-mining GDP.

4.37 Overall **Total Expenditure** maintains budget estimates from 2022/23 to 2023/24. Thereafter, expenditure is projected to grow more slowly, by 4.5 percent, over the two outer years of the MTFF.

- i. Personal Emoluments assume 5.0 percent annual salary adjustments from 2022/23 to 2024/25, a 1.5 percent annual rate of creep, as well as recurrent costs associated with development spending, as well as

a one-off payment in 2023/24 in line with an earlier court ruling.

- ii. Other Charges grow in line with inflation, and also reflect additional recurrent costs arising from past and ongoing development spending.
- iii. Grants and Subventions are estimated in line with 5.0 percent salary adjustment and 1.5 percent rate of creep in 2022/23. From 2023/24 onwards, this is estimated in line with the 1.5 percent annual rate of creep only, along with reductions in subventions to some entities.
- iv. Development Expenditure is projected to grow modestly by 8.4 percent over 2024/25 and 2025/26, after a sharp jump in 2023/24 - the first year of the TNDP.

Financing Plan: Projected Path of Government Net Financial Assets

4.38 With repeated budget deficits in recent years and more sizeable deficits projected during the TNDP (Table 4.4), the question of how such deficits are to be financed has become increasingly important. Historically, deficits have been largely financed by drawdowns from the GIA, with smaller contributions from domestic and external net borrowing. With the GIA largely depleted by the end of 2020, the drawdown of savings is no longer a viable route to finance deficits. Even if the GIA is replenished, it would not be wise to use it to finance deficits regularly, as it should be kept for "emergency" financing needs only. The large recent deficits, combined with the

depletion of the GIA, have inevitably led to an increase in both domestic and external borrowing to meet financing needs, although still well within statutory limits.

4.39 The overall balance of the GIA (financial assets) and debt (financial liabilities) is captured in Government's net financial assets (NFA) as shown in Figure 4.5. This is an overall measure of Government's financial balance sheet strength, and has been deteriorating over many years. From a peak of 95 percent of GDP in 1998, the NFA had turned negative (liabilities greater than assets) reaching a minus 16.2 percent of GDP in 2021/22. This reflected the depletion of the GIA, and Government debt rising to 22.3 percent of GDP.

4.40 There are several fiscal balance objectives during the TNDP period and beyond. The first will be to **restore the GIA** to a level that is sufficient to absorb possible shocks – estimated at 10-20 percent of non-mineral GDP. The second is to **set GIA accumulation** on a path that will build up sufficient financial assets to replace mineral assets that are being depleted and to generate meaningful income for Government during the period before diamonds are depleted. The latter is expected to happen in the early 2050s. Government also has an objective to restore the NFA to at least a neutral position (approximately zero) as soon as possible.

TABLE 4. 4: SUMMARY OF FISCAL FINANCING PLAN (MTFF) – BWP MILLION

	2021/22 Actual	2022/23 Revised Budget	2023/24	2024/25	2025/26
FINANCING	104	4,878	7,590	-5,059	-524
External Loans	5,053	1,835	5,550	173	173
Internal Loans	12,799	10,000	15,584	16,750	10,000
Less Amortisation (External)	-1,531	-1,734	-1,778	-1,817	-2,291
Less Amortisation (Internal)	-9,952	-7,017	-12,585	13,765	-7013
IMF Transactions	134	-250	-250	-80	-80
Other Financing	217	-10	-10	-10	-10
Change in Cash Balances (-ve = increase_	-6,593	2,054	1,079	3,808	-255

Source: Ministry of Finance

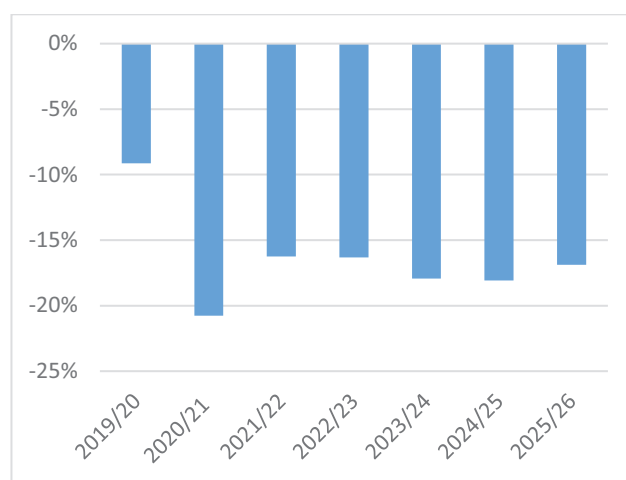
FIGURE 4. 5: DEBT AND GIA

Source: MoF

Note: Dates as at March Each Year

4.41 The projected fiscal trajectory will start to achieve some of these objectives as long as the proposed fiscal path is adhered to. The GIA is projected to stabilise at around P11 billion by March 2025 - or 4.5 percent of non-mining GDP. At a minimum, it needs to be at least double this rate in order to act as a useful buffer to absorb shocks. The NFA should also be stabilised at around minus 18 percent of GDP. While the deterioration of both critical balances should have been halted during the TNDP, further work will be necessary beyond the TNDP period to rebuild the GIA and further reduce the negative NFA position through the introduction of a legally-binding fiscal rule.

4.42 With a projected deficit budget during the TNDP, it will be necessary to continue borrowing. Significant external borrowing will take place during 2023/24, and domestic borrowing will continue both to finance the deficit and support the development of the capital market.

FIGURE 4. 6: NET FINANCIAL ASSETS

MACRO-FISCAL RISKS TO THE BASELINE PROJECTIONS

Macroeconomic Risks

4.43 Risks to the baseline projections are elevated given the current global economic and geo-political environment. These risks can be classified into four groups: inflation and monetary policy, growth, commodity/diamond market instability and COVID-19.

4.44 The first set of risks relates to inflationary pressures as a result of continued supply disruptions arising from the prolonged Russia-Ukraine war. The longer inflation persists, the higher its chances of becoming entrenched through second-round effects and inflation expectations. The resultant high inflation could add to already rising costs, constraining incomes and demand both domestically and globally. Any persistence in inflation beyond current levels could lead to further tightening of monetary conditions,

constraining both monetary and fiscal policy support.

4.45 Different speeds of monetary policy tightening around the world may destabilise capital flows due to large interest rate differentials, which could weaken the currencies of emerging economies. While this does not affect Botswana directly, there could be an indirect impact through South Africa.

4.46 The second set of risks arises from slowing global growth which, when combined with rising inflation, yields the combination of “stagflation”, which has not been seen globally for 50 years.

4.47 Thirdly, unstable commodity markets and prices can provide short-term gains for producers, but undermine the basis for long-term investment and growth. There are particular risks in the diamond market, as traceability issues and high prices potentially shift demand towards synthetic diamonds. The repercussions from the Russian invasion of Ukraine also require complex separation of natural diamond supply chains into “conflict” and “non-conflict” diamonds.

4.48 Finally, while the impact of COVID-19 is easing in most countries, there are still risks from the possible emergence of new variants, and consequent tightening of restrictions. Furthermore, there are risks of prolonged COVID-related lockdowns in China if it persists with its zero-COVID strategy, from which there is no clear exit strategy. Slower growth in China will undoubtedly have a global impact.

4.49 All of the above could precipitate headwinds to global growth, making

Botswana’s attainment of high-income status by 2036 more difficult. While these impacts are difficult to quantify, it will be important to continue to monitor the developments as they play out.

Fiscal Risks

4.50 The baseline fiscal profile is subject to a wide range of risks, especially downside risks. There are risks to the fiscus posed by the threat of a prolonged war between Russia and Ukraine, rising global food and commodity prices and tightening monetary policy conditions leading to higher interest costs. Risks to mineral revenues arising from potential disruption in the global diamond industry, whether from supply chain issues and Russian conflict diamonds, or of slowing global economic growth also loom on the horizon.

4.51 Furthermore, there are also potential risks arising from higher debt levels and reduced fiscal buffers. Persistent inflationary pressures, notably from higher food and fuel prices, could lead to increased support for the vulnerable groups, thereby constraining the already narrow fiscal space. Rising interest rates in an effort to contain inflation could result in corresponding increases in financing costs and accumulation of debt beyond sustainable levels, undermining fiscal sustainability. To that end, there is need to monitor these developments in order to ensure that these do not undermine the conduct of fiscal policy. Lastly, while the recent increase in public sector salaries provides a potential lift to revenue collection in the form of income tax, it may simultaneously offset fiscal consolidation efforts.

4.52 In terms of risks to the fiscal projections – which are mainly downside risks – fiscal performance could be weaker than forecast in the years ahead for a number of reasons that are related to both revenues and expenditure. Clearly, much of the lower deficit in 2021/22 appears to have been driven by underspending of the budget.

4.53 Higher levels of expenditure commitments beyond the end of NDP 11 could lead to spending levels above those that are consistent with fiscal consolidation and sustainability. This could reverse the positive outlook by preventing the reduction of Government spending as a share of GDP towards sustainable levels. Rapidly rising spending could also increase inflationary pressures and generate a monetary policy tightening response.

4.54 The risks of excessive spending arise from several sources. First, the share of spending and GDP devoted to public service salaries and wages is unsustainably high, and a failure to reduce the remuneration bill will put upward pressure on overall spending. Second, and similarly, the level of spending devoted to grants and subventions to SOEs, local authorities and student grants is unsustainably high. Third, increased spending on development projects – much of which is required to help achieve a transformation of growth potential – without achieving the necessary reductions in the above two categories of spending to compensate poses a risk. A further risk arises from spending on development projects that have not been adequately prepared, appraised and prioritised, leading to inefficiencies.

4.55 On the revenue side, there are several risks. Although the base case projections for diamond exports and fiscal mineral revenues are positive, the downside risk arises from a possible prolonged period of slow growth, or recession in major diamond consuming economies. As it stands, the USA and other western economies are facing potential stagflation (high inflation and slow growth, with tight monetary policy), while growth is slowing in China, which is the world's second largest diamond market. Given that diamond sales are highly dependent upon buoyant demand growth, the risks of a slowdown in the market are high. This is in addition to supply chain risks and competition from LGDs.

4.56 At the extreme end (although unlikely), the re-emergence of new COVID-19 variants poses the risk of prolonging the pandemic and inducing renewed economic restrictions. This could have adverse implications on economic activity and the potential pool of revenue streams that can be used to finance the budget. Rising interest rates globally and domestically amid inflationary pressures could put pressure on financing costs and the ability to conduct fiscal policy. In light of the foregoing, the fiscal landscape remains uncertain over the medium term.

CONCLUSION

4.57 Relative to the very high level of economic and fiscal stress experienced during NDP 11, the macro-fiscal projections for the TNDP period provide a broadly positive picture. The impact of the COVID-19 pandemic led to negative growth and large budget deficits which resulted in rapid

depletion of Government's accumulated savings. The situation has improved with positive economic growth and smaller budget deficits as well as an increase in the GIA balance. The projections indicate that this improvement can continue as long as the macro-fiscal policy conduct is implemented in a sustainable manner.

4.58 A sustainable macro-fiscal policy entails a number of elements. The first requires a growth trajectory which is sufficient to attain high-income status. Second, it requires recognition that achieving higher growth requires effective structural reforms and a coherent set of policies that address productivity and competitiveness weaknesses. The third is that repeated budget deficits are unsustainable. The fourth element must reflect that, in the

long term, the secular decline in mining GDP - and by extension mineral revenue, is set to continue as the diamond industry matures and eventually declines.

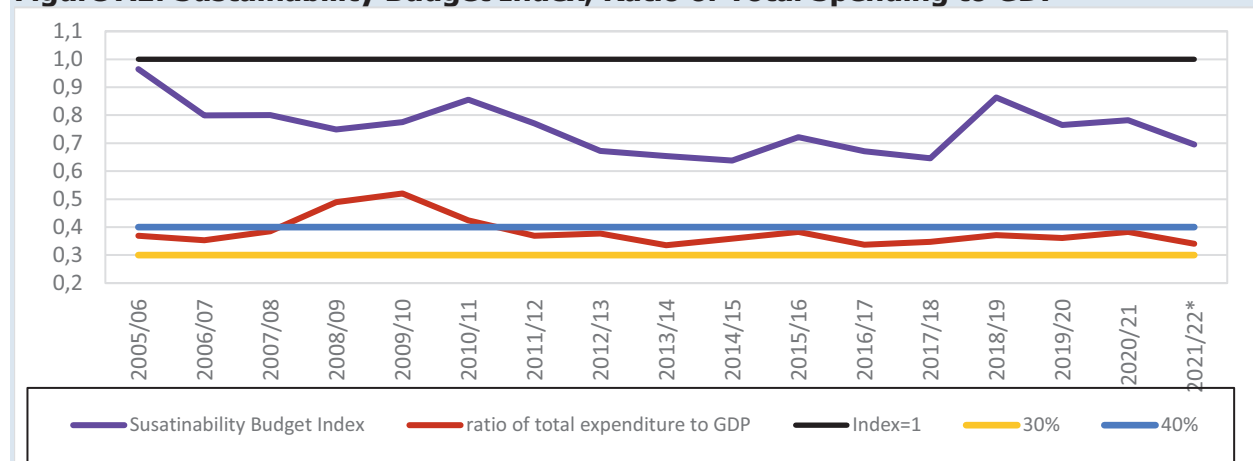
4.59 In order to avoid an unsustainable macro-fiscal path in the long term, a strong fiscal rule²⁰ is needed to accumulate financial assets that can support spending as mineral revenues decline. In addition to this long-term objective, there is a short-term need to accumulate financial buffers to enable the country to withstand possible shocks emanating from the global economy. Preparation for this eventuality must start now, to avoid a sharp and painful adjustment when the decline in mineral revenues happens.

²⁰ Botswana's Fiscal Rules explained in detail in Box 1: Recalibrating Botswana's Fiscal Rule

BOX 1: Recalibrating Botswana's Fiscal Rule

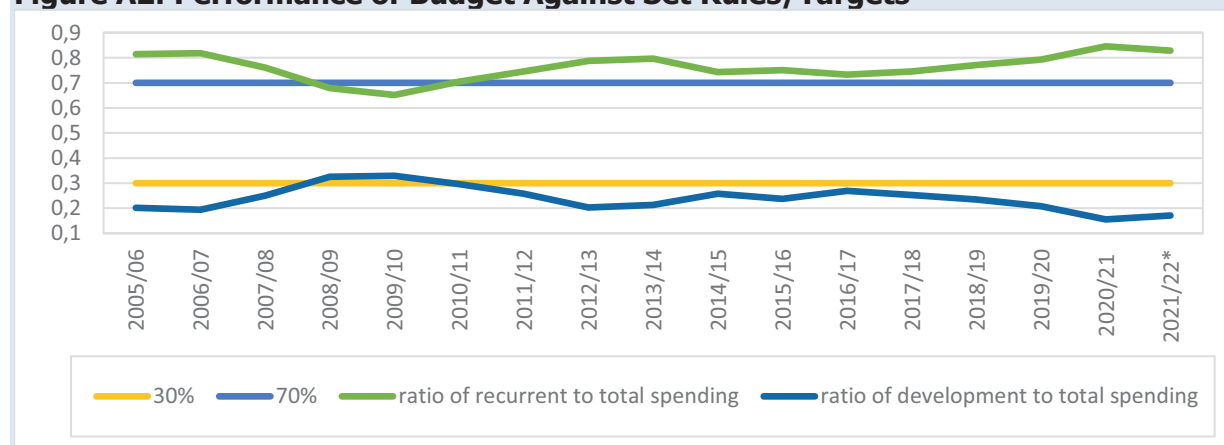
In the past, Government put in place a number of fiscal rule/guiding principles in order to manage fiscal policy conduct. While the aim was to ensure fiscal sustainability, these measures have not achieved the intended objective as most were either breached or not achieved. The measures include the Sustainable Budget Index (SBI) which recommended that the ratio of non-investment spending to non-mineral revenue should be less than 1. This has been within the limit (Figure A1). Other rules include the NDP 10 rule on the ratio of total expenditure to GDP at 40 percent - which was breached between 2007/08 and 2010/11 (Figure A2). This expenditure rule was revised downwards to 30 percent of GDP during the review of NDP 9 in an effort to exercise more fiscal discipline. However, the rule has also been breached as the ratio of Government expenditure to GDP reached 38 percent on average over the period 2005/06 to 2021/22. During NDP 11, Government introduced a rule which proposed that recurrent expenditure should solely be financed from non-mineral revenue, while 60 percent of mineral revenues should be allocated for investment and 40 percent for intergenerational savings. Data shows that implementation of the NDP 11 fiscal rule has significantly lagged behind and has not been achieved. A common feature of these rules/guiding principles is that none of them were legally binding and therefore provided room for ease of breach. Another observation is that in some instances, there was no clear basis for the choice of the limits/ratios and as such, the rules did not effectively aid sound fiscal policy.

Figure A1: Sustainability Budget Index, Ratio of Total Spending to GDP



Source: MoF, 2022

Figure A2: Performance of Budget Against Set Rules/Targets



Source: MoF, 2022

CHAPTER 5

NATIONAL DEVELOPMENT STRATEGIES

INTRODUCTION

5.1 The preparation of the Transitional National Development Plan comes at a critical time for Botswana. The ambition of becoming a high-income country by 2036, as laid out in the national Vision 2036, has been made more challenging by both global developments and the urgent need to implement far-reaching domestic structural reforms.

5.2 While the rate of economic growth has been respectable in recent years, it has been too low to achieve the high-income objective by 2036, hence a step-change is needed to double the rate of per capita income growth over the next plan period and beyond. Higher growth is needed to create jobs, increase earnings as well as reduce poverty and inequality. This will, in turn, support a more inclusive and cohesive society and empower citizens economically.

5.3 Achieving high-income status is technically measured in terms of a categorisation system developed by the World Bank. Currently, the criterion for high-income status is the Gross National Income per capita (GNIpc) of USD 12,696, compared to Botswana's GNIpc of USD 6,940 in 2021. Achieving the high income target by 2036 needs average annual growth in GNIpc of 4.1 percent and an average annual GDP growth of 5.7 percent between 2022 and 2036.

5.4 It will also require major changes in the policy and planning environment - "business as usual" is certainly not an option. Some of the requirements needed for this change have been laid out in previous policy documents, such as the Economic Recovery and Transformation Plan (ERTP) – which is part of the Mid-Term Review of NDP 11, the Reset and Reclaim Agenda and the Draft National Transformation Strategy (NTS). A key part of the TNDP, and subsequently NDP 12, will be to ensure that such changes are implemented.

5.5 With post-COVID-19 economic growth reverting to the long-term potential growth rate of around 4 percent, structural change in the economy is needed to raise potential growth by 1-2 percent a year going forward. This, in turn, requires improved productivity and well-targeted investment.

5.6 A key objective of this and subsequent NDPs will be achieving high-income status by 2036, which will require sustained real average GDP growth of at least 5.7 percent. This, in turn, requires structural transformation to increase potential GDP growth from the recent annual average of 4 percent or less, and to double per capita GDP growth. Furthermore, while Botswana's growth has, to some extent, been inclusive and hence pro-poor, that has not been sufficient because high levels of poverty and inequality persist. Resultantly, there is desperate need to distribute the benefits of growth differently. A more equal income

distribution is possible through a structure of economic growth that is broad-based, covering more households than has been the case so far, with income concentrated in a few capital intensive sectors.

5.7 Making mineral-led growth sustainable is a lofty if not elusive goal, especially that there are additional pressing challenges arising from climate change in the form of impact, mitigation and adaptation. Sustainability is also linked to inclusivity in that where benefits are not equitably shared, growth is unlikely to be sustainable.

5.8 This next part of this Chapter lays out the foundations for determining what needs to be done to achieve the necessary structural transformation so as to move onto a higher growth path. This enterprise has two elements:

- i. adopting an appropriate policy framework and individual policies within that framework; and,
- ii. implementing those policies, based on an understanding of why such policies are appropriate, as well as acceptance of the need to implement them, even when tough decisions are involved.

KEY POLICY PRIORITIES

5.9 The policy priorities in this Chapter were influenced by the following inputs:

- i. The Mid-Term Review of NDP 11 and the E RTP;
- ii. The Reset and Reclaim Agenda;
- iii. Cabinet strategic thrusts;
- iv. The Draft National Transformation Strategy (NTS);
- v. Global and domestic macro-economic developments; and,
- vi. The desire to achieve high-income status by 2036.

5.10 The **key policy priorities** are grouped as follows;

- i. Supporting export-led growth and attracting inward FDI;
- ii. Supporting the private sector through business environment reform and value-chain development;
- iii. Innovation and digital transformation;
- iv. Financial sector reform;
- v. Infrastructure development and spatial planning;
- vi. Green transition;
- vii. Fiscal sustainability; and
- viii. Education and human capital development.

FIGURE 5. 1: KEY POLICY PRIORITIES FOR SUSTAINABLE HIGHER GROWTH



Export-led growth

5.11 The broad approach of following an export-led growth path has, in principle, long been agreed. The reasons for this are four-fold. The **first** is empirical. A long period of history shows that economic transformation is far more likely to be achieved on the basis of successful export-led growth than its opposite, being growth based on import substitution. Whether those exports are of minerals, manufactures or services, it is difficult to find any examples of countries that have reached high-income status on the basis of anything other than export-led growth.

5.12 The **second** reason is that successful exporting, by definition, requires firms to be efficient and competitive, and provides an in-built incentive to improve productivity, which is the only sustainable long-term route to high-income status. Exporting also

gives firms the opportunity to achieve economies of scale (with the associated productivity and efficiency gains) as well as overcome the constraints of small domestic markets. On the other hand, import substitution entails the exact opposite.

5.13 The **third** reason is that export-led growth tends to be closely associated with inflows of foreign direct investment (FDI), which in turn brings access to modern technology and production techniques, capital inflows (to support the balance of payments), access to global markets and integration into global value chains.

5.14 **Fourth**, because export-led growth provides access to relatively large global markets, it has potential to spur rapid and large-scale job creation, which is essential for the reduction of unemployment and poverty as well as securing inclusive growth. As a result,

the draft NTS is centred on an export-led growth strategy, as indeed was the case with previous policies such as the ERTF and previous National Development Plans.

5.15 The fact that export-led growth has long been a policy objective, but has not been realised (as the earlier discussion of slow export diversification indicates), shows that it is not the high-level policy objective that is the issue, but complementary and supportive policies and policy environment that are necessary to make export-led growth happen. These necessary policies or enablers can be summarized as follows:

- i. Ensuring that the real exchange rate is not overvalued (a necessary but not sufficient condition) for export-led growth;
- ii. Taking advantage of tariff concessions under various trade agreements, and addressing non-tariff barriers to trade, including border restrictions;
- iii. Investing in growth-enhancing public infrastructure;
- iv. Improving border efficiencies through initiatives such as One-Stop Border Posts (OSBPs) and effective trade facilitation measures;
- v. Raising productivity and driving costs down to improve competitiveness;
- vi. Reducing unnecessary regulations;
- vii. Liberalising immigration to encourage investors and skilled workers; and,
- viii. Supporting sectors that have, or can develop, a comparative

advantage in regional or global markets. These sectors:

- i. do not rely on scarce or high-cost inputs such as water;
- ii. do not incur high transport costs to reach target markets; and,
- iii. have low production costs by regional/global standards which may be based on raw material availability.

5.16 It is important to recognize that successful export-led growth also entails higher imports, as export production as part of global value chains will require import of inputs, whether raw materials or manufactured items.

5.17 The traditional route for export-led growth has been through manufacturing. This partly reflects the fact that manufactured goods have traditionally been widely-traded internationally, and benefit from major economies of scale that encourage large-scale production for export. Manufacturing also provides an effective "productivity ladder", whereby firms can gradually move into more efficient and higher value-added production on the basis of skills, experience, learning-by-doing, technology and increased investment. However, that does not mean that manufacturing is the only route to export-led growth. Some countries have achieved such growth through exports of mineral resources, mainly oil and gas producers with very large-scale

resources relative to the populations.²¹ Others have done so on a more diversified basis with exports of agricultural products, minerals, manufactured items, and services such as tourism, business and finance²².

5.18 Exports are of course done by firms, not governments, but this does not mean that Government does not have a role to play in promoting production for export. Government (or Government agencies) can play an active role in investment promotion (attracting FDI in export activities); supporting the development of export capacity among domestic firms; and investing in joint ventures through SOEs such as the Botswana Development Corporation (BDC) and the Minerals Development Company of Botswana (MDCB).

5.19 It is also critical to ensure that there is policy consistency, such that other policies do not entail an anti-export bias that undermines the export-led growth objective.

2. Support for private sector-led growth

5.20 Botswana's private sector is small and relatively undeveloped. It lacks medium and large-scale enterprises that can achieve economies of scale and compete in global export markets. Many firms are excessively dependent on Government, whether through public procurement or through consumer spending by public sector employees. The growth and diversification of the private sector,

whereby it can take a more prominent role in economic development, is an essential part of the TNDP and is central to both the transformation strategy and citizen economic empowerment. The TNDP will concentrate on three key strategies: **Business Environment Reform, Value Chain Development, and Special Economic Zones (SEZs).**

Value Chain Development (VCD)

5.21 A value chain is simply the range of activities required to create a product or a service. Value chains vary considerably by length, complexity and geography. In the context of the TNDP, VCD means analysing how value chains work, including their different stages, and understanding what is required to achieve productivity and competitiveness levels necessary to participate. Some value chains are short – like those producing simple goods or services for the domestic market. Whether global or regional, value chains are increasing internationally and involve cross-border trade of inputs, intermediate goods or finished products. Therefore, VCD requires identifying where Botswana firms have a comparative advantage in value chains, or where a comparative advantage can be developed on the basis of strategic interventions.

5.22 Sometimes VCD is based on the availability of raw materials, which may provide the basis for comparative advantage. However, this is not a necessary requirement for participation in a value chain and raw materials do

²¹ Mainly Gulf states such as Qatar, Bahrain and Saudi Arabia and Norway. Russia also achieved high-income status for a while

but has since reverted to upper-middle income status.

²² Examples include Australia, New Zealand, Chile, Trinidad and Seychelles.

not necessarily provide a comparative advantage because other countries may be able to produce them at a lower economic cost.

5.23 VCD will focus on value chains that can potentially be developed based on local raw materials, as well as opportunities for participation in regional (e.g. SACU), continental (AfCFTA) or global value chains.

Business Environment Reform

5.24 The private sector needs a conducive environment within which to grow, without unnecessary barriers to business; supportive laws, regulations and public institutions; a competitive environment with a “level playing field”; and efficient, productive infrastructure. It is also necessary that state-owned enterprises (SOEs) are run efficiently, do not crowd out the private sector or impose an explicit or implicit tax (or cost burden) on the private sector. Many proposals for growth-enhancing reforms to the business environment have been made in the Country Private Sector Diagnostic (CPSD) prepared by the World Bank in 2022, and these will need to be vigorously pursued.

5.25 Botswana’s performance within the business environment reform has been mixed. Some progress has been made in addressing the shortcomings identified in the World Bank’s Doing Business assessment. Setting up a company is now quick and easy and the online company register is highly transparent. There have also been positive, business-friendly reforms to trade and industrial licencing and environmental impact assessments. The liberalisation of the beef and cattle sector with the removal (albeit

temporarily) of the Botswana Meat Commission export monopoly has, with beneficial results, opened up the sector to private firms. New power generation projects are now implemented on a PPP basis.

5.26 A wide-ranging rationalization of the SOE sector was announced in 2022, and should help to improve efficiency and reduce the cost burden on the rest of the economy. Implementation of this rationalization will be completed during the TNDP. Further reforms will be needed to support the growth of the private sector, for instance, by ensuring that private power generators are allowed access to the national electricity grid, which is under the monopoly ownership of the Botswana Power Corporation (BPC). More generally, it will be important to ensure that SOEs do not distort competition or otherwise inhibit the activities of the private sector. There is also need for a regulatory review covering permits, licenses, fees and processes in the tourism sector to remove barriers to entry and growth.

5.27 Progress will be needed with deregulation, removing unnecessary regulatory barriers to doing business, and avoiding any new regulations that will pose an unreasonable burden on business. Plans to use regulatory impact assessments have made slow progress, and it may be necessary to have a “regulatory bonfire” to address barriers to doing business. Another area of regulatory concern involves the barriers to recruiting skilled foreign workers to fill skills gaps and increasing the range of economic activities that are closed to foreign investors.

Special Economic Zones

5.28 SEZs will continue to be central to Government's efforts to attract FDI, boost domestic investment and promote export-led growth. SEZs offer an attractive taxation regime and other incentives such as exemption from tax on property transfers. The SEZ rules are designed to attract new investment rather than encourage the relocation of existing enterprises. Eight SEZs are currently planned, but this selection will be reviewed as necessary.

5.29 Besides the above strategies, Government will further encourage private sector development through support for Micro, Small and Medium Enterprises (MSMEs), and developing infrastructure through PPPs.

5.30 More generally, Government's philosophy will be that of acting as a "developmental state". While envisaging a central role for the private sector in development, the role of Government includes ensuring a supportive enabling environment, including appropriate prices, incentives and risk-sharing mechanisms to encourage investment; provision of public goods, including infrastructure; where appropriate, intervening in markets (including financial ones) in order to address concerns about market failure; and ensuring that agreed policies, programmes and projects are actually implemented.

3. Innovation and the Digital Transition

5.31 Innovation and the digital transition are central to the challenge of diversifying the economy and raising productivity, which is a pre-requisite for

raising real incomes. Innovation and the digital transition can also help to reduce costs, improve competitiveness, open up new areas of economic activity, and support entrepreneurship.

5.32 Significant progress has been made towards the digital transition during NDP 11, including the continued roll-out of the national fibre network. The SmartBots initiative has helped to co-ordinate public investment in digital infrastructure, serving different sectors of the economy, and there has been some progress with moving public services online. Examples of such services include company and tax registration as well as visa applications. In the private sector, financial services can now be largely administered online and numerous local e-commerce mobile applications are available. The Botswana Communications Regulatory Authority's Universal Service and Access Fund (USAF) has also helped to extend access to digital services.

5.33 Key challenges during the TNDP will be to ensure the completion of the national high-capacity broadband network and that it can reliably support both public sector and private sector needs. There is great potential to move education and health services online. In the public sector, a key objective will be to move the majority of public services online, enabling the public – both firms and households – to access those services at a much lower cost, thereby supporting competitiveness. However, this will require a much higher degree of system resilience and reliability than has been the case in recent years.

5.34 Digital transition also has strong complementarity with financial sector development through digital payments

and fintech based around the availability of a national switch to provide accessible, low-cost real-time payments.

5.35 Support for technical and entrepreneurial innovation will be central to the TNDP and there will be many aspects to this. Government support will be rationalised and made more efficient through the merger of the Botswana Digital and Innovation Hub (BDIH) and the Botswana Institute for Technology, Research and Innovation (BITRI). Students will be encouraged to study STEM subjects (Science, Technology, Engineering and Mathematics) at school. Research and innovation will also be supported by the national research fund, which will finance research and innovation initiatives on a competitive basis.

5.36 Finally, innovation will benefit from the interchange of ideas between local and international investors. The role that FDI can play is illustrated by the establishment of Nant Botswana for the production of cutting-edge vaccines. There are potentially many more areas of investment in innovation-based, high-productivity manufacturing that can help to diversify the economy and promote export-led growth.

4. Financial sector reform and development

5.37 Financial sector reform and development has been a long-standing objective of Government. This objective is geared towards improving access to finance by firms and households, and ensuring that a diversified and competitive range of financial products and services are available to support economic growth and development.

One positive result is that the rate of financial inclusion rose from 76 percent of households in 2014 to 84 percent in 2020. On some measures, however, the financial sector remains small and undiversified but has scope for significant growth, innovation and development.

5.38 A wide range of new legislation was passed during NDP 11 and will be implemented during the TNDP. Such legislation includes the amended Bank of Botswana Act, Banking Act and Retirement Funds Act as well as new legislation for non-bank lenders, Credit Information, and Moveable Property Collateral. The banking sector will be further diversified through the entry of one or more locally-owned banks, and support for digital/online banking models. Attention will be paid to payment mechanisms, particularly the establishment of a national switch to provide low-cost, real-time, inclusive connectivity for a wide range of payments across banks, mobile money and other fintechs/payments service providers. This will help to further improve access to finance as well as to accelerate the move away from cash and the rollout of digital payments to retail merchants.

5.39 Many other developments, like the emergence of new types of financial service providers, will be facilitated by the fintech revolution. Digital currencies (which include a range of types of payment instruments, including crypto-currencies at one extreme and central bank digital currencies at the other) are being rapidly rolled out around the world. In future, there will be demand for their use in Botswana. Such developments will need to be adequately regulated, taking into

account the need to minimize risks to the financial system – like those related to money laundering, while encouraging innovation.

5. Infrastructure Development and Spatial Planning

5.40 A central part of the TNDP is to co-ordinate the provision of the economic and social infrastructure that is necessary to support economic activity and boost social inclusion. NDP 11 saw some major achievements, including significant extension of the water and sanitation network to serve fast-growing settlements and to ensure more efficient water storage and distribution at a national level. The national electricity grid has been extended to under-served parts of the country, many households have been connected to the water and sanitation network and economically important bridges built at Kazungula and Mothembo.

5.41 Inevitably however, the demand for further investment in productive infrastructure remains massive. Amongst the major demands are trunk road refurbishment/improvement; urban/major village infrastructure, including support for public transport; cross-border connectivity, including one-stop border posts and new railway links; more long-distance water infrastructure water, as well as improved household water connectivity ("last mile") addressing high levels of water leakages and promoting wastewater recycling; electricity grid strengthening, especially to accommodate variable renewable energy and electricity exports; developing national charging infrastructure for electric vehicles; well-

targeted rural infrastructure to support agriculture; and digital connectivity infrastructure. Furthermore, the challenge is not just to roll out new infrastructure, but to also properly maintain existing infrastructure.

5.42 With that long list of infrastructure demands, it will be critical to determine the projected economic and social impact of each proposed project such that they can be prioritised and limited resources allocated appropriately. Continued attention must be paid to improving the quality of project preparation as well as implementation. The availability of public funds to finance infrastructure projects will always be less than the demand for funds, hence the need for prioritisation. There is also scope to broaden funding arrangements, through PPPs, with due attention paid to future demands that may be placed on the budget through guarantees or subsidies.

5.43 Past NDPs have been weak in terms of spatial thinking – being an understanding of place and space and where various investments would take place spatially. This is the legacy of an era where economic planning and physical planning operated parallel to each other. The result was that for many approved projects in the NDP, physical planning in the form of trying to identify space for approved projects, came behind economic planning. This misalignment led to implementation problems, one being that projects planned in spatial isolation sometimes did not have the required infrastructural services and connections - which had to be added at great cost in terms of time and funds.

5.44 During the TNDP period and beyond, spatial planning will be central to project planning and more generally, to programme and policy implementation. Projects must be aligned with the National Spatial Plan (NSP). This will particularly apply to infrastructure projects but will not be limited to them only.

5.45 Spatial planning is a strategy to ensure that developments are promoted in places where they will deliver beneficial impact for most people. This translates into ensuring optimum use of land resources through rezoning in order to promote relevant uses and diversify the economy as well as to create employment. It also entails provision of infrastructure in appropriate places. All in all, effective spatial planning will support the necessary transformation of the economic development trajectory.

6. Green Transition

5.46 One of the key global trends during the coming years will be the “green transition”. This involves the process of mitigating climate change (undertaking measures to reduce carbon emissions) and adapting to climate change. Botswana has made various commitments to the international community in the form of the revised Nationally Determined Contribution (NDC), submitted to the United Nations Framework Convention on Climate Change (UNFCCC). Through such commitments, the country undertakes to support global initiatives to achieve reduced greenhouse gas emissions, eventually bringing them down to net zero. This involves a change in the nature of economic activity and development by shifting

from carbon-intensive activities to low-carbon activities. In turn, the latter involves the development of new global value chains, providing opportunities that support the objectives of diversification and export-led growth.

5.47 In practical terms, this element has many implications during the TNDP period. The global motor industry is undergoing a major transition, from petrol- and diesel-powered vehicles to battery-electric vehicles. This development has implications for the nature of many activities like vehicle sales and servicing, fuel storage and distribution, demand for electricity and provision of charging infrastructure. For power generation, the transition from coal-fired power to renewable energy (solar and wind) is under way and has been mapped out in the Integrated Resource Plan. There is also likely to be a shift by some major electricity consumers – such as mining companies – from grid power to self-generated power. The substantial expansion of solar energy is also linked to the objective of export-led growth.

5.48 A range of other activities (like the use of biomass to generate energy, energy-saving and household self-generation, as well as changes to household/street lighting) will also be promoted under the green transition. These and other measures are indicated under the NDC, which alongside the National Climate Change Strategy, also indicates that during the TNDP, some form of carbon pricing/tax will be proposed to discourage carbon-intensive activities. Finally, changes will be needed in the agricultural sector as climate change affects crops that can be viably grown in Botswana. There will also be need for water conservation,

recycling and economic pricing as rainfall patterns change. It is anticipated that average temperatures will rise, possibly quite substantially, and that rainfall will decline, with more periods of drought.

7. Fiscal Sustainability

5.49 Botswana is at a critical juncture with regard to fiscal sustainability, with a long-term structural decline in fiscal revenues (relative to GDP) as the highly-taxed diamond sector reaches maturity. There is also continued pressure to spend, notably on a large public sector workforce and outstanding development project needs. The COVID-19 crisis has exacerbated these long-term trends, leading to the depletion of accumulated savings and increased public borrowing.

5.50 It will be critical to ensure fiscal sustainability during the TNDP and beyond, as it is a crucial part of the macroeconomic framework. If this goal is not attained, the result can be macroeconomic instability - for instance, through excessive debt accumulation and debt servicing costs that undermine other objectives. Fiscal sustainability also provides the financial resources to meet spending needs.

5.51 Achieving fiscal sustainability has many components. First, the growth rate of spending will need to be controlled to ensure that it gradually declines, relative to GDP, in line with revenue trends. Second, the composition of spending will need to change, with a smaller proportion of spending devoted to public sector wages and salaries, and a greater proportion devoted to needs such as

maintenance of existing assets and new development projects. Third, the overall budget balance needs to return to surplus so that the financial buffers that have been depleted during NDP 11 can be rebuilt, and also that a part of the revenue from diamond wealth is converted into long-term financial assets such that income will be generated to replace diamond revenues as mineral deposits are depleted. This has the following implications:

- i. The growth of the public sector wage bill will need to be contained, such that expenditure on wages, salaries and associated benefits grows more slowly than GDP and more slowly than Government spending as a whole.
- ii. Given that the demand for spending on development projects far exceeds available fiscal resources, these projects must be prioritised based on agreed criteria. In that way, maximum returns and development impact will be generated from development spending.
- iii. In order to give a truer perspective of Government's financial position, the Government accounting system will be modernised by shifting from cash accounting to accrual accounting. There is also need for improved transparency, for instance, by extending the scope of public finance presentations to include Special Funds and other off-budget items.

- iv. The GIA will be replenished, at the very least, to provide a buffer against economic shocks. Ideally, the GIA, and its counterpart, the Pula Fund, should be built up sufficiently to provide future income to replace mineral revenues as they decline in the medium to long term.
- v. It will also be essential to diversify revenue sources. This has several components, like identifying under-taxed activities, improving revenue collection efficiency and plugging gaps.
- vi. Improving local authority finances, including identifying means of making local authorities more financially self-sufficient, and ensuring that existing revenue sources are properly managed.
- vii. In order to ensure long-term fiscal sustainability, it will be necessary to introduce a strong fiscal rule that will contain expenditure growth and restore the accumulation of financial savings.
- viii. Public Private Partnerships (PPPs) will be utilised to deliver public infrastructure projects. Their use will be focused on improving delivery, and where possible, for financial savings but without creating an undue burden of future fiscal risks or liabilities for Government.

8. Human Capital and Skills Development

5.52 All of the above priorities require human capital, which is a cross-cutting priority. Botswana has long devoted a high proportion of Government spending, and of GDP, to public education. Such spending is supplemented by private expenditure from households and firms. Nevertheless, the results have not been commensurate with the resources allocated, hence education spending needs to be made much more effective. The general need for higher productivity applies to education as much as to other sectors of the economy.

5.53 With respect to the needs of employers and the economy more generally, there are several gaps in the availability of human capital. Some of these relate to skills training, although widespread graduate unemployment suggests that this is not the sole problem. It may be that tertiary education produces too many graduates in disciplines with little labour market demand, and not enough with STEM and vocational skills. The provision of multiple pathways through the education system, and recognition of life-long learning, can help to address this problem.

5.54 Beyond this, there are concerns that school and college leavers lack more general skills that are necessary for employment. A World Bank labour force survey in 2014 found that “among the skills most valued by enterprises were so-called soft or behavioural skills (honesty, commitment and hard work, reliability and punctuality) followed by core skills (basic literacy and numeracy,

communication and team work). Job-specific skills were valued but to a lesser extent, suggesting that such skills can be readily acquired on the job, provided the first two sets of skills are well-mastered²³. The structuring of the education system around “rote learning” and examinations may well be leading to poor performance and lack of critical competencies around innovation and problem-solving.

5.55 It is also essential to ensure that the education system is supported by adequate resources for learning like school premises and learning materials. On the basis of the latter, there may be need to rebalance resources towards pre-primary and primary education. Despite the fact that the aforementioned levels provide the foundation for learning, they appear to be under-resourced as compared to secondary and (especially) tertiary education. The digital transition provides a once-in-a-generation opportunity to re-orient teaching and learning to address some of these issues. For that reason, ICT must be integrated into teaching, especially at primary and junior secondary levels. There is also a need to improve operational efficiencies. A joint UNICEF/World Bank Public Expenditure Review of basic education²⁴ indicated

many areas where efficiencies could be achieved, including through some decentralisation of operational decisions and financial resources. Improved education data management can also assist in making more informed decisions, and a properly functioning Labour Market Observatory can help to bridge information gaps in the labour market to improve the linking of demand and supply.

CONCLUSION

5.56 If effectively implemented, the policy priorities in this Chapter should adequately address the theme of “*Towards a high income economy; transformation now, prosperity tomorrow*”. This means that in addition to attaining high-income status as measured by income per capita, Botswana would also have transformed to achieve the broader objective of prosperity with low levels of unemployment, poverty and inequality. A more equal income distribution is possible through an economic growth that is broad based, covering most households than has been the case so far, and with income concentrated in a few capital-intensive sectors.

²³ World Bank, 2014, *Botswana Labor Market Signals on Demand for Skills*

²⁴ World Bank, 2019, *Public Expenditure Review of the Basic Education Sector in Botswana*.

CHAPTER 6

SUSTAINABLE ECONOMIC DEVELOPMENT

INTRODUCTION

6.1 Sustainable Economic Development (SED) thematic area, referred to as Economy and Employment in NDP 11, is the main driver of the country's objective of achieving high-income status and prosperity for all by 2036.

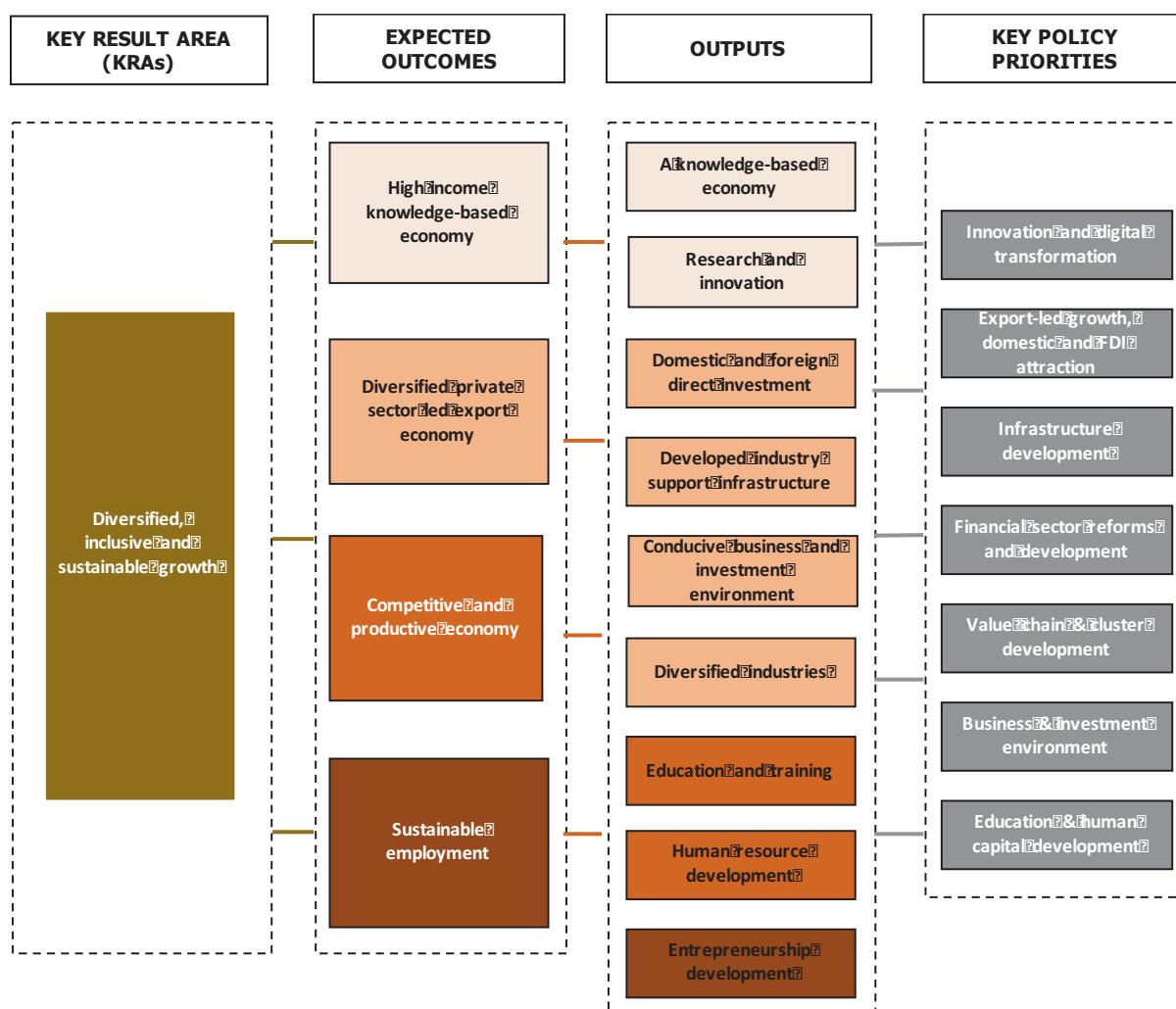
6.2 The goals of the SED Pillar will be realized through a range of sector based strategies as identified in Vision 2036. The Vision identified priority sectors that have the potential to be game-changers because of their potential for forward and backward linkages, export-led growth, job creation, as well as to attract domestic and foreign investment. The aforementioned sectors are minerals, agriculture, tourism, manufacturing, information and communication technology (ICT), financial and

business services, transport and logistics, creative industries and sport.

6.3 The TNDP identifies eight key policy priorities which are critical for transforming the economy and propelling it to a high-income status by 2036. Government will mainly play a facilitating role, creating a conducive business and investment environment for the private sector to thrive. On the other hand, the private sector is to lead in business development, investment and job creation.

6.4 In line with Vision 2036, the strategies outlined in this Chapter should lead to the realisation of a knowledge-based economy, diversified private sector export-led growth, a competitive and productive economy and sustainable employment (Figure 6.1).

FIGURE 6.1: SUSTAINABLE ECONOMIC DEVELOPMENT LOGICAL FRAMEWORK



REVIEW OF PERFORMANCE DURING NDP 11

6.5 The NDP 11 thematic area of Economy and Employment covered a number of focus areas, including the Doing Business Environment; Infrastructure Development; Productivity and Human Resource Development; Promoting Domestic and Foreign Direct Investment; Diversified Industries; Development of National Entrepreneurial Policies and Strategies; as well as ICT. Below is a review of progress made during NDP 11 on some

key elements of these broad strategic areas.

a) Doing Business Environment

Doing Business Roadmap and Strategy

6.6 Botswana adopted the Doing Business Roadmap and Strategy during NDP 11. The Strategy identified 48 reforms required to improve the doing-business environment in the country. These included 21 legal and 27

administrative reforms. Of the 21 legal reforms, 20 laws were passed by Parliament and the remaining one (Building Control Bill) is still being reviewed.

6.7 Of the administrative reforms, 24 have been completed and work is still ongoing on the remaining three. The first is the One Government Principle, which aims at aligning and synchronising Government processes in order to expedite delivery of services. The second is the training of commercial judges in order to fast-track commercial and business disputes. The third is the consolidation of all Government accounts in order to allow paying agencies to have access to all the required information online, and thus reduce payment turnaround times for suppliers.

Entrepreneurship Development

6.8 An entrepreneurship policy was developed in 2019 to enhance opportunity-driven entrepreneurship and development of SMMEs. Post COVID-19, an Informal Sector Recovery Plan was developed to ensure enterprise sustainability. Initiatives for market access included restrictions on horticultural imports, which are intended to protect local horticultural farmers and reduce the country's import bill. The high share of formal rather than informal enterprises in GDP implies a positive transition to decent work alongside the International Labour Organisation's recommendations.

6.9 Through the Local Enterprise Authority (LEA), there have been efforts to inculcate business culture, build capacity through workshops and

provide market opportunities through trade fairs and partnerships under the export development programme. LEA's annual reports indicate that the rate of business plan development and submission increased over time, save for the impact of COVID-19. For instance, the Authority facilitated the submission of 1254 (1226 micro and 28 SMEs) plans in 2018/19, 1913 in 2019/20 and 483 in 2020/21. Further, 452, 924, and 140 plans were funded at P67m, P124m, and P66.8m in 2018/19, 2019/2020 and 2020/21, respectively. The rationalisation exercise for ministries and SOEs led to the establishment of a new Ministry of Entrepreneurship, and the merging of Citizen Entrepreneurial Development Agency (CEDA) and LEA. This merger is expected to improve efficiency and co-ordination in the provision of support to SMMEs.

6.10 Three reforms were introduced in the Trade Act, 2019, which took effect on 1st June 2020. The first reform was the removal of licencing requirements except for business activities with health and safety concerns. Those that do not require licencing are only required to register with the Companies and Intellectual Property Authority (CIPA). The second involved abolishing ex-ante or pre-inspection before issuing a licence for activities that do not have health and safety concerns and instead performing an inspection on a risk-based system. The third involved moving from ex-ante licensing to ex-post checks for business activities without immediate public health and safety concerns. To address the enterprise operational space issue, there are provisions for SMMEs to operate from residential plots. The new Public Procurement Act (2021) and the

Economic Inclusion Bill are expected to improve market access for the country's small businesses.

6.11 However, there is a challenge of a lack of organized market platforms for local products from economic empowerment programmes such as Poverty Eradication, Youth Development Fund (YDF), Women Economic Empowerment (WEE) Programme and Livestock Management and the Infrastructure Development (LIMID). There is also inadequate technical and entrepreneurial skills to produce competitive products in both the domestic and international markets.

b) Infrastructure Development

Water

6.12 During NDP 11, Government focused on developing water sources and transmitting water to prioritised centres with a water deficit. To this end, areas such as Thamaga, Moshupa, Mmathethe, Shakawe, Mahalapye, Palapye, Gumare, Seronga-Gudigwa, Mathathane, Molalatau, Bobonong, Gobajango and parts of the North East and Tutume area were connected to reliable water sources. However, water deficit remains a challenge, more especially for areas such as the Goodhope Sub District, Macheng area, Molepolole and satellite villages, Boteti, Sowa-Dukwi, Tswapong South, and the Radisele Cluster, Mahotshwane and Werda. More water infrastructure will be built during implementation of the TNDP to reach these areas. The current national water demand stands at 245mm³ against water supply of 225mm³ per year. Projected water demand up to 2035 is 340mm³ per year (excluding 270mm³ of potential

additional demand for the Chobe/Zambezi agro-commercial scheme). The provision of water and sanitation infrastructure remains costly due to the country's large size and very low population density. Covering these costs through water tariffs can lead to unacceptably high tariffs for households, hence some subsidies will always be necessary. A range of alternative financing options for water projects will need to be sought during the TNDP period. It will be important to avoid supplying highly-subsidised water to commercial users because that could lead to unsustainable fiscal obligations in future.

Energy

6.13 Despite the 2012 commissioning of the 600 MW Morupule B Power Station to support the already existing 132MW Morupule A Power Station, the generation of adequate electricity to meet demand and hence eliminate reliance on power imports remained a challenge during NDP 11. While the two plants are, in principle, adequate to meet the national demand of 600MW, since its commissioning, Morupule B has not operated optimally due to technical challenges. That led the country continuing to import power at a high cost. The country has embarked on development of a long-term Electricity Integrated Resource Plan (IRP) which outlines the least cost development plan for electricity for a period of 20 years (2020 - 2040). The additional capacity to be provided under the IRP will mainly be derived from renewable sources, being solar and wind.

Land Servicing

6.14 Land servicing and management are important aspects of the industry support infrastructure. Over the years, Government has faced major challenges to increasing access to serviced land for residential, industrial and commercial areas due to ever rising demand. The demand exceeds available supply across both rural and urban areas. However, the true extent of the shortfall is unknown as plot waiting lists are inflated by duplicate, non-eligible and opportunistic applicants.

6.15 Land servicing progressed well during NDP 11. A total of 42 land servicing projects were approved for implementation across the country with a target of 37,000 plots to be serviced. Thirty-one projects, which yielded a total of 46,177 serviced plots owing to reduction of plot sizes, have been completed.

6.16 Projects that are spill-overs from NDP 11 and will still need to be executed include land servicing infrastructure at Metsimotlhabe Block 4, Ghanzi Expansion, Palapye Extension

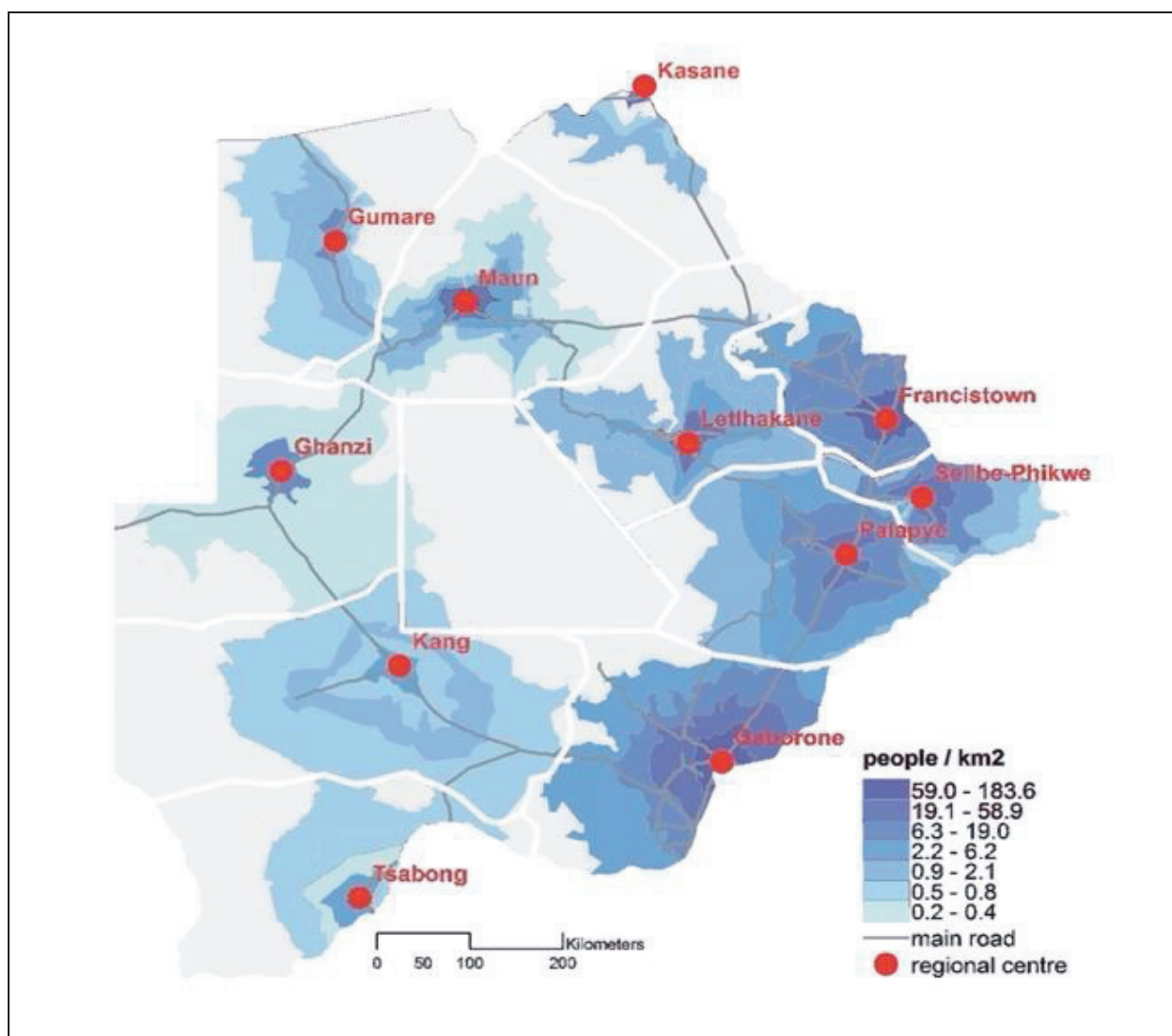
10, Maun CBD, Kasane (Plateau and Nnyungwe), Mmopane Block 1, Mogoditshane (Tsolamosese), Sowa SHHA Block 3 and Otse (Seuwane). On a much smaller scale, such projects will be executed at Kachikau and Letlhakane (Letsibogo).

Land Management

6.17 Parliament approved the National Spatial Plan 2036 in March 2022. This Plan will guide the distribution of people and activities - which include future developments and investment decisions over Botswana's territory. The NSP shows the distinctive regional planning areas, the actual and potential areas for population growth, business and infrastructure development as well as human settlement growth. All these aspects are critical and for planning purposes, should be mainstreamed across all the four pillars of Vision 2036.

6.18 Figure 6.2 shows the distinctive regional planning areas and clusters which will be used for the planning of future economic, social and infrastructure developments.

FIGURE 6.2: ECONOMIC AREAS AROUND REGIONAL CENTRES (IN POPULATION DENSITY-DISTANCE BANDS)



Source: National Spatial Plan 2036

c) Human Resource Development

6.19 Productivity and competitiveness are key pre-requisites for driving a private sector export-led economy.

6.20 During NDP 11, Government continued to devise strategies and initiatives aimed at addressing issues of poor work ethic as well as inefficiencies in education and training in order to improve productivity and competitiveness. Indices on these elements produced during the review

period indicated that more still needs to be done to address work ethic and inefficiencies in the work place and within the education and training system. Results from the 2019 Productivity Study undertaken by Botswana National Productivity Centre indicate that there is need to increase productivity across all sectors of the economy, more especially in agriculture, manufacturing, transport and communication, water and electricity, tourism sector, construction,

and, most importantly, in the general labour market.

d) Improved ICT Connectivity

6.21 Botswana has made strides in the development of the ICT infrastructure and services and compares favourably with the sub-Saharan region and countries in the middle-income bracket. The contribution of the ICT sector to the economy stood at 2.8 percent of GDP in 2021.

6.22 The National Information and Communications Technology Policy (*Maitlamo*), informed the development of a robust ICT eco-system around the country. A number of programmes and projects have been undertaken to implement *Maitlamo* action plans. Botswana aims to take advantage of the opportunities presented by the Fourth Industrial Revolution (4IR) and move the country towards a knowledge-based economy, without leaving anyone behind. This ambition is in line with Botswana's National Vision 2036 aspirations to transform the country from a resource-based to a knowledge based economy.

6.23 To grow and diversify the Botswana economy, digitalisation of all sectors is imperative, especially sectors such as agriculture that were not renowned for adopting and adapting to ICT. The key result area for the sector is the provision of universal access to ICT in Botswana and providing the necessary digital platforms and services. This goal will be achieved through policy and regulatory development, infrastructure development, service excellence, citizen-centricity, organisational

effectiveness, as well as modernisation of Government through online services.

6.24 During implementation of NDP 11, strides were made in the implementation of *Maitlamo*, especially in infrastructure development. The National Broadband Strategy (NBS) of 2014 and the National Cybersecurity Strategy (NCS), which was approved in 2020, are the key instruments that the sector is using to ensure safe, secure and accessible ICT services. The NBS provides a holistic and coordinated approach to the implementation of the ICT ecosystem to connect every citizen, business and community to high-speed broadband infrastructure to achieve universal access and services for appropriate quality of services and affordable prices. The NBS addresses the supply and demand side of the ICT broadband ecosystem. Two flagship infrastructure projects, being the local access network and national backbone project, are under implementation since the start of the Plan period. Eight work packages (sub-projects) were planned for implementation under the national backbone project.

Smart Botswana

6.25 The SmartBots Strategy was approved in 2019 as an action plan that delivers a smart sustainable society for Botswana and Batswana. The Strategy adopts a whole-of-Government approach to transform the public sector so that it can efficiently provide services to citizens and businesses. It also seeks to reform the education sector with a focus on building the human capital towards a knowledge-based economy.

6.26 Progress in the ICT sector was made in a number of areas during NDP 11, including:

- i. E-Legislation: The Electronic Communications and Transactions Act and the associated secondary legislation; the Electronic Records and Evidence Act; the Amended Cyber-crime and Computer-related Crimes Act; and the Data Protection Act went into effect. The amendment of the Amended Cybercrime and Computer Related Crimes Act 2018 is ongoing. Similarly, the drafting of a layman's instruction manual for cyber security law is ongoing and expected to be completed in 2023/2024.
- ii. E-Government: Of the more than 400 Government services, 117 have been developed for online platforms and are ready for use. However, they are still awaiting the implementation of electronic identification protocols to enable virtual identification of users. This exercise will be completed in the 2023/2024 financial year. The electronic identification will be completed in 2023/24. The portal that will host the services has been developed.
- iii. E-commerce: This strategy, which was launched in 2021, addresses payment transactions, systems, portals and logistics for ease of doing business online. An e-commerce law is still being developed.
- iv. E-health: The Phase 1 modules of the centralised electronic medical

records (EMR) were successfully developed and tested in September 2022. Currently, the EMR is being piloted in 10 sites until March 2023. The national rollout covering more than 400 clinics and health-posts is expected to commence in April 2023 until March 2024. The statement of user requirements (SOUR) for upgrading the Health Workers Licensing System (iHRIS) was completed in June 2022. Implementation of the Phase 1 (Botswana Health Professionals Council, Nursing and Midwifery Council of Botswana and Private Practice Licencing) of iHRIS is on-going. Implementation of Phase 2 (Health HR database) is targeted for the last quarter of this financial year. The Master Patient Index (client registry) is communicating with the data warehouse. More work to connect the Index to the new centralised EMR by March 2023 is ongoing.

- v. *Village Connectivity Project:* Commenced in September 2021, with a focus on connecting key congregation centres such as *dikgotla* (traditional public meeting places), health facilities, schools and other key Government facilities to high-speed internet across all official settlements. This project follows a phased approach, with Phase 1 targeting 1,138 Government facilities in 142 villages, across all the districts in Botswana. Phase 2 commenced in November 2022 and is to be completed in the beginning of the TNDP, covering

212 institutions across 61 villages. Phase 3, which will cover about 800 institutions across 301 villages, will be implemented during the 2023/24 financial year. The Village Connectivity

Project aims to close the connectivity gap and play a catalytic role in driving digital transformation in Botswana. Progress made so far is shown in Table 6.1 below:

TABLE 6.1: VILLAGE CONNECTIVITY PHASE 1 PROGRESS

Customer	MESD	MLG&RD	MOH	TOTAL	VILLAGES
Total Premises	662	165	311	1138	1424
Installed Premises	641	168	304	1113	143
% Installation Progress	96.83%	101.82%	97.75%	97.80%	100.00%
Installed with Service	513	154	283	950	134
% Installed with service	77.49%	93.33%	91.00%	83.48%	93.71%
User Acceptance Tests Procedure	338	104	220	662	90
% Accepted	51.06%	63.03%	70.74%	58.17%	62.94%
Ready for UAT	134	39	42	215	

Source: SmartBots, 2023

6.27 As regards the National Broadband Strategy, achievements during NDP 11 include: infrastructure development and implementation of an awareness and capacity building framework, which promotes skill acquisition, co-funding of projects by the universal access and service fund and Smart Botswana. Numerous infrastructural projects and services have been developed at different layers and segments as follows:

International Connectivity Layer

6.28 Botswana is a member of the West Africa Cable System (WACS) with 4.5% shareholding in the consortium. This shareholding represents ample capacity for current needs and is scalable whenever demands increases. WACS connects Botswana to Europe via South Africa (Cape Town) and Namibia (Swakopmund). The second undersea cable system that Botswana has

invested in via BoFiNet is the East Africa Cable System (EASSy). Likewise, its 4% shareholding represents ample capacity for current needs and is scalable whenever demands increases. The EASSy cable system connects to the UK through the Europe India Gateway (EIG) cable. These two undersea cable systems complement each other, offer protection and are augmented by undersea connectivity investments in SEACOM by the private sector in Botswana. BoFiNet provides internet capacity through various regional and international points of presence (PoPs). This ensures diversification and access to high quantity of content, enabling impeccable customer experience. PoPs have been established in the following locations:

- i. South Africa – Teraco Johannesburg and Cape Town;

- ii. UK (London) – Global Switch and Telehouse North; and,
- iii. Namibia – Swakopmund.

6.29 The PoPs are interconnected through the EASSy and WACS cables which form a ring around Africa. Internet traffic increased from about 2.1Gb/s in 2014 to 56Gb/s in April 2022. The upward trend has been due to continuous reduction in prices and uptakes from fibre-to-the-home (FTTH) products following the working-from-home policies.

National Connectivity Layer

6.30 More than 12 200km of optical fibre systems have been deployed in a mesh form, assuring protection and alternative routes with required capacities across Botswana. The systems connect all cities, towns, major villages, some smaller villages and essential sites as well as localities. Two hundred and six (206) out of a total of 399 gazetted localities are connected to high-speed, open-access network infrastructure. The remaining 193 villages will be connected to network within the NDP 11 period. This investment is owned by Government via BoFiNet. An additional optical fibre system on the eastern block of Botswana has been developed by Mascom Botswana. It runs from Tlokweng border post to Ramokgwebana via Gaborone and Francistown. Similarly, backhaul radio systems complement optical fibre systems across the country, serving hard-to-reach destinations via satellite systems.

Local Access Layer

6.31 Significant developments on this layer using a combination of fixed and mobile services are as follows:

- i. Mobile services – more than 90% population coverage for 4G (mobile broadband), with 2.5G at >95% population coverage;
- ii. Fibre-to-the-x (x representing essential facilities like schools, hospitals and police stations) has been deployed in all cities, towns, major villages and in some small villages; and,
- iii. Fibre-to-the-home has been deployed in Gaborone covering 1,486 households on 1134 plots initially. The next phase covered Gaborone medium and high-cost areas for a total of 16 632 homes across various localities, including Phakalane.

Cybersecurity

6.32 Cabinet approved the National Cybersecurity Strategy in October 2020. Progress to date includes the establishment of the Digital Forensic Laboratory, the Communications Sector Computer Incident Response Team, and the ongoing process to establish the National Computer Incident Response Team. The development of the Cybersecurity Law is ongoing currently and the layman's instructions will be submitted to the Attorney General Chambers by August 2023.

6.33 Selected key performance indicators used to measure progress during NDP 11 in the Sustainable Economic Development thematic area show the following results:

- i. GDP growth averaged 2.7 percent over the first five years of NDP 11 (2017-21), which is far below the 5.7 percent average annual growth rate required to move Botswana from upper-middle-income to high-income status by 2036. Nevertheless, these results show that there was positive economic growth, even though it was less than the targeted figure.
- ii. The fastest growing sectors within this overall total were diamond trading (average growth of 11.0 percent a year); wholesale and retail (7.9 percent); public administration (5.0 percent); and health (4.3 percent).
- iii. Overall, sectoral contributions to GDP show that the share of mining has continued to decline, with an average share of 13.7 percent during NDP 11 (2017-2021). This is the second largest share after public administration and defence (Central and Local Government) with an average share of 17.8 percent. Other large sectors are construction, with an average share of 11.0 percent and wholesale and retail with an average share of 10.2 percent.
- iv. The export sector remained undiversified as the share of diamonds in total exports of goods increased from 80.4 percent in 2011 to 95.4 percent in 2017 and 95.0 percent in 2020, in part due to the success in transferring De Beers' global selling operations from London to Gaborone. Some export successes were recorded in manufacturing and service sectors (notably tourism), but not sufficient enough to propel the economy to higher growth. Much more needs to be done during the TNDP period and beyond.
- v. The non-diamond import bill increased from P41 billion in 2017 to P60 billion in 2021. This is in spite of the adverse impact of the COVID-19 phase when economic activity and movement of goods were generally sluggish.
- vi. Growth in manufacturing output has been sluggish and its share of GDP has been declining, with an average share of 5.9 percent of GDP over the period 2017-21.
- vii. Foreign Direct Investment (FDI) declined significantly during the Plan period, in part because of the impact of COVID-19 in 2020 and 2021, when investment in manufacturing, tourism, mining, and financial services came to a standstill. More generally, the latter reflected a longer-term downward trend in FDI. In recent years, FDI inflows have been less than one percent of GDP to five percent or more in fast-growing economies such as Vietnam.
- viii. GDP has become more diversified, as evidenced by the rising share of non-mining sector in overall GDP. However, the combination of more diversified GDP with a lack of export diversification illustrates the broader problem of a lack of competitiveness. This results in GDP diversification being mainly driven by the production of non-tradeable goods and services -

which do not have to compete in export markets or with imports.

- ix. On the human side, unemployment, which was projected to decline from 17.6 percent in 2016 to 13 percent in 2021, moved in the opposite direction, rising to 24 percent in 2019 and 26 percent in 2021. This figure is even higher for the youth, with an unemployment rate of 32 percent by the fourth quarter of 2021.

6.34 Statistical performance in the ICT sector shows the following results:

- i. 3G/4G infrastructure connectivity, covering 90 percent of the population;
- ii. Mobile broadband internet penetration is 49 percent;
- iii. Commercial FM broadcasting coverage is 74 percent;
- iv. Sixty four percent of households in Botswana have access to the internet, which is well above the African average of 19 percent in 2018;
- v. Urban villages constitute 50 percent of households with internet access, followed by cities and towns (28 percent) and rural villages (22 percent);
- vi. Fixed broadband internet penetration is 6 percent;
- vii. Fixed telephony penetration is 8 percent;
- viii. Mobile telephony subscriptions is 210 percent;

- ix. Prepaid phone coverage is 97 percent and post-paid phone coverage is 3 percent; and,

- x. Mobile broadband affordability is 0.92 percent of GNI per capita.

6.35 The country has several opportunities that can be leveraged to promote sustainable economic development. These include the following:

- i. Botswana remains one of the strongest economies in Africa, with strong macroeconomic fundamentals to support sustainable economic growth;
- ii. Botswana is recognized as one of the most peaceful and least corrupt countries globally, making it an attractive destination for both investors and talent;
- iii. The country boasts a globally respected brand as a flourishing democracy that has successfully leveraged natural resources (diamonds) for the social upliftment of its citizens;
- iv. Significant strides have been made in social performance, with improvements made in poverty reduction and health care;
- v. High levels of imports provide opportunities for domestic production, as long as goods and services produced are competitive;
- vi. Existence of good strategic infrastructure, for instance, the Kazungula and Molembo bridges, which position Botswana as a

gateway to markets in SADC and Central Africa, especially given developments regarding the African Continental Free Trade (AfCFTA);

- vii. Botswana has significant mining resources in diamonds, base metals and other minerals, all of which are available for exploitation for the duration of the TNDP and beyond;
- viii. Opportunities for participation in regional and international value chains, which have potential to support increased exports;
- ix. The development of Special Economic Zones (SEZs), which will produce goods with high export multipliers and high job creation opportunities. Further, SEZs will attract high-value investors and skilled personnel into the country;
- x. The Intellectual Property Policy (2022) will promote the creative industry as well as industry creations of patentable products;
- xi. Policies such as the Entrepreneurship Policy and Middle Class Strategy as well as legislation such as the Economic Inclusion Act will assist the country to develop citizen entrepreneurs and increase their participation in the economy, especially in the business sector;
- xii. The National Quality Policy (2021) aims at ensuring that Botswana produces goods and services that are accredited, globally competitive and of internationally accepted quality and standard;
- xiii. Legal and administrative reforms that will facilitate the ease of doing

business going forward have been put in place. These will improve Botswana's doing-business environment and thus attract both domestic and foreign investors into various sectors of the economy; and,

- xiv. Market access opportunities exist for exports to the rest of AfCFTA, as well as other markets in Europe and the United States of America.

CHALLENGES EXPERIENCED DURING NDP 11

6.36 Despite the above opportunities, several challenges were also identified, including:

- i. A plunge in Global Competitiveness (WEF, 2021) from 56th position to 91st, and a decline in the country's mineral investment attractiveness ranking (Fraser Institute, 2022);
- ii. A lack of focused and data-driven strategic prioritization and funding of projects designed to contribute meaningfully to the desired economic growth;
- iii. An educational system that produces graduates with inadequate soft skills such as adaptability and problem-solving and graduates who generally lack relevant industry and entrepreneurship skills;
- iv. Low levels of productivity that impede real income growth and hence progression to high-income status;
- v. Difficulties in securing market access for some locally produced goods and services;

- vi. An economy characterized by a dominant Government sector and a private sector focused on retail and weak production of tradeables;
- vii. Inadequate citizen participation in the economy;
- viii. Inadequate investment in science, technology and innovation;
- ix. Data gaps relating to many economic and social variables that are important for policy, business and investment decisions;
- x. A fragmented public service, rife with red tape, coupled with lack of service mentality and slow progress in moving public services online, all of which hinder business initiatives;
- xi. Weak policy and project implementation;
- xii. Perceptions of rising levels of corruption and rent-seeking behaviour, especially in the awarding of tenders; and
- xiii. Mindset, cultural factors and attitudes that do not promote successful and innovative, entrepreneurial activities.

Challenges Relating to Project Implementation

6.37 Many of the challenges experienced during implementation of infrastructure projects are cross-cutting, and include:

- i. Inadequate project planning, premature inclusion of projects in

NDPs with inaccurate costing and limited prior project appraisal and assessment of feasibility;

- ii. Insufficient monitoring and evaluation of projects, resulting in cost overruns and under-estimated costs as well as service provision that is below standard specifications.
- iii. Shortage of project management skills within both Government and the private sector.
- iv. Delayed commencement and progress in delivery of projects mainly due to lengthy procurement processes, inadequate implementation capacity, weak contract enforcement and contractual disputes;
- v. Limited capacity and experience in the case of some citizen-owned contractors;
- vi. Inadequate attention paid to the maintenance of public infrastructure assets, which results in their rapid deterioration and premature dilapidation; and,
- vii. Limited skills in handling implementation of large-scale projects.

Challenges Relating to the ICT Sector

6.38 Mainstreaming ICT across all aspects of the economy is critical for ensuring efficiency and competitiveness. However, a number of challenges were similarly encountered

in relation to the ICT sector and they related to:

- i. Slow implementation of some of the recommendations in the National Broadband Strategy (NBS), e.g. slow development of online services by Government;
- ii. The ICT Policy framework has remained stagnant;
- iii. High cost of broadband connectivity to targeted rural areas;
- iv. Limited infrastructure capacity to attain recommended connectivity speeds;
- v. Insufficient monitoring and evaluation of projects resulting in cost overruns and underestimated costs as well as service provision that is below standard specifications;
- vi. Shortage of skills and competences necessary to deliver on certain projects, alongside high levels of unemployment among ICT graduates;
- vii. A predominantly factor-driven, low-knowledge economy which is unable to respond to global technological changes; and,
- viii. Lack of access to digital data sets which can be readily exploited for economic gain and easily utilized for decision-making.

STRATEGIES FOR THE TNDP

6.39 During the TNDP, the SED thematic area will be driven through six main strategies: sector development,

infrastructure development, productivity and human resource development, digitalisation, improving the doing-business environment and development as well as support for small businesses.

a) Sector Development

Manufacturing Sector

6.40 The manufacturing sector is critical for the growth of the economy because of the high backward and forward linkages it has with the rest of the economy, as well as its export and high job creation potential. The following actions will be implemented during the period of the TNDP:

- i. *Improving Market Opportunities for Locally Produced Goods:* Market centres will be developed in strategic places in cities, towns and villages across the country for the marketing of locally produced goods and services. This is important as retail stores are generally not able to absorb all such goods and services.
- ii. *A Deliberate Strategy to Fund Industry Development:* Government will ensure that relevant development finance institutions (DFIs) are given additional funding to fund and incentivise the private sector to develop targeted projects.
- iii. *Development of Citizen Entrepreneurs:* Government will ensure effective implementation of the National Entrepreneurship Policy (2019), Economic Inclusion Act (2021), the Middle Class Strategy (2021), as well as youth

development strategies and programmes.

- iv. *Promote Foreign Direct Investment:* FDI is important for driving export-led growth. Through FDI, there is potential to access external markets and integrate into regional and global value chains. Concerted efforts will be made to attract FDI, in SEZs and elsewhere by developing promotional activities and identifying impediments to inward FDI. Equal opportunities will also be accorded to domestic investors in relevant sectors.

- v. *Implementation of Domestic and Regional Value Chains and Cluster Strategies*

- i. This will be important for job creation and the diversification of industry. Through value chains and cluster development, the country's private sector can leverage opportunities where there is comparative and competitive advantage. Opportunities for domestic value chain development have been identified in mineral beneficiation, tourism, food processing, education, agribusiness (horticulture), cattle and small stock. The economic clusters encompass the following sectors: beef, diamond, finance, tourism and indigenous products.
- ii. Regional clusters and value chains will largely emerge from SACU and SADC trade agreements. Sectors identified for promotion of cross-border value chains and cluster development include automobile

(components), textiles and clothing, leather and leather products, meat and meat products, fruits and vegetables, and pharmaceuticals (cosmetics and essential oils).

- vi. *Leveraging opportunities offered by Trade Agreements:* Botswana is party to several strategic trade agreements. These include SACU, SADC, AfCFTA, AGOA, SADC-EU EPA, EFTA and many others. Government will unbundle the existing economic opportunities and facilitate the private sector to leverage opportunities in these agreements.

Tourism Sector

6.41 Botswana's tourism is narrowly focused on wildlife and wilderness. The sector is important for exports and job creation and it is the second largest source of foreign exchange earnings. During the TNDP, focus will be on the following:

- i. *Tourism Product Development and Diversification:* These will take the form of mining, game ranching/farming, waterfront attractions, historical, cultural, sports and adventure as well as business tourism.
- ii. *Tourism destination diversification:* In addition to the preferred tourism destinations such as Chobe National Park and Moremi Game Reserve, new ones will be promoted in line with the NSP. These include Kalahari Transfrontier Park, Central Kalahari Game Reserve and parts of the Kgalagadi pans ecosystem.

- iii. *Smart Tourism*: to maximise returns on potential tourism business to Botswana, destination information will be digitized and made accessible on different digital platforms and tools. This will enhance chances of tourists viewing digital content on Botswana tourism products online as well as booking and paying for services online. Smart tourism will also allow a virtual reality experience for tourists and thus encourage more tourists to come to Botswana for a real physical experience.
 - iv. *Institutions*: the effectiveness of Government entities, in particular the Department of Tourism and the Botswana Tourism Organisation, will be improved so as to ensure effective and efficient tourism service delivery.
 - v. *Tourism Access*: making the sector more accessible to locals, especially during the off-peak season, in order to maintain the low-volume, high-value principle.
 - vi. *Tourism Revenue Leakage*: work on a strategy to domesticate a greater share of the tourism value chain and hence ensure that a greater share of overall tourism earnings remains within the country.
- i. *Liberalisation of the Botswana Beef Export Market*: This strategy aims at opening the sector to private sector participation and competition in both the domestic and export market. This will be achieved through:
 - a. *Establishment of a meat regulator office* to set and enforce standards and regulations, as well as encourage competition and competitiveness in the liberalised sector while avoiding creation of distortions such as price controls;
 - b. *Attracting a strategic partner and partially privatising BMC*;
 - c. *Development of commodity-based trade* which could take the form of concession abattoirs owned by Government or the private sector to accommodate meat from the red zone in collaboration with the Kavango-Zambezi (KAZA) countries (Angola, Botswana, Namibia, Zambia and Zimbabwe).
 - ii. *Development of Climate Smart Agriculture*: This will entail the use of technologies such as the internet of things, sensors, location systems, robots and artificial intelligence on farms, with a view to increasing the quality and quantity of crops while optimising the human labour used. By way of example, smart agriculture covers precision irrigation and precise planting nutrition; climate management control in green houses; as well as location systems

Agriculture Sector

6.42 Despite its small contribution to GDP, the agriculture sector is important to the Botswana economy because of the business and export opportunities it provides as well as its centrality to rural livelihoods. Under the sector, the following strategies will be implemented during the Plan period:

- and communication systems. With smart agriculture, farmers can monitor processes on their farms and take strategic decisions remotely from their tablets or mobile phones without being physically present on the farm. Therefore, the agriculture sector will be modernised in line with Botswana's strategy to be part of the Fourth Industrial Revolution.
- iii. *Modernise Agriculture to Cope with Climate Change Challenges:* Conservation agriculture measures to combat the effects of climate change and variability will be promoted. These measures include minimum tillage, crop rotation, rainwater capture and permanent soil cover and in one respect, will ensure sustainable water use in the context of national water scarcity.
 - iv. *Implementation of Impactful Strategies Developed During NDP 11:* Such strategies cover the dairy sector, beef cluster, small stock, apiculture and aquaculture. The *Temo-Letlotlo* programme, which replaced the Integrated Support Programme for Arable Agriculture Development (ISPAAD), encourages commercialisation of rain-fed agriculture as well as improving productivity and output. *Temo-Letlotlo* will reduce the cost of input subsidies through the formation of farmer clusters to spread costs and achieve economies of scale. Furthermore, the Bio-safety Bill is being developed to regulate the use of Genetically Modified Organisms (GMOs).
 - v. *Exportation of Live Cattle:* The export of live cattle, which started in 2020, has reinvigorated the sector by allowing farmers access to higher-value markets and restoring the viability of cattle farming. These factors reflected lack of profitable opportunities for farmers to supply cattle domestically. The export of live cattle is an important component of market liberalisation and will remain a standby policy to assist farmers whenever the local market is unable to absorb all cattle supply in the country at competitive prices.
 - vi. *Promotion of Horticulture:* In the crop sub-sector, horticulture continued to record significant growth and the TNDP will build on this momentum. Horticulture clusters will be developed around dams (including in the Selebi-Phikwe and Shashe areas as well as Mogobane Dam and Masama wellfield) to support the commercialisation of agricultural production. The sector will continue to be supported by cautious use of import restrictions, through which local farmers have demonstrated the capacity to supply the market competitively, while ensuring that there is minimal adverse impact on household living standards and other sectors of the economy due to higher prices or reduced choice.
 - vii. *Promotion of Farmers Association:* Farmers' associations will continue to be promoted in an effort to enhance their engagement with Government. This engagement advances and protects the interests of the

farming community in a consistent and organised manner and thus facilitates appropriate Government interventions in the sector.

viii. *Use of Effluent or Treated Waste:*

This will be promoted in order to produce fodder for livestock, especially in the dairy sub-sector.

ix. *Improve Productive Capacity of the Livestock Sector:*

Effective implementation and delivery of the outcomes of strategic interventions in the sector will be promoted and facilitated during the TNDP. These include upgrading the National Artificial Insemination Laboratory (NAIL) into an export-accredited facility; promoting Assisted Reproductive Technology (ART); promoting fodder production; proper management of bush encroachment; implementing a beef productivity training programme through development cooperation with the New Zealand Government; and development of livestock multiplication farms that are expected to support the production of improved quality breeds.

Mining Sector

6.43 The economy of Botswana is dependent on minerals for over 95 percent of the country's goods export earnings. Minerals are also critical as a source of Government revenue, and for the financing of development. The strategy for the TNDP on mining will focus on promoting Botswana as a leading mining destination for world-leading mining investors and improving

the country's mining investment attractiveness.

6.44 The strategic interventions to be employed include the following:

i. *Diamond Beneficiation:* expansion of diamond beneficiation beyond cutting and polishing as well as developing rough diamond trading by introducing alternative/additional diamond supply;

ii. *Diversification of the Diamond Industry:* This activity will be done through downstream activities which involve jewellery manufacturing; identifying and collaborating with major jewellery manufacturers with a view to setting up operations in Botswana; as well as setting up a Diamond Special Economic Zone;

iii. *Promoting Development of the Diamond Cluster (Security, Banking, Tourism and Logistics):* This will be done by disseminating diamond information (including through branding); capacitating the diamond hub; and increasing utilization of ICT to drive efficiencies and ease of doing business in the sector; and,

iv. Facilitating citizen participation in the diamond industry through skills development and establishing diamond business incubation.

Non-Diamond Mining Sector

6.45 Government will encourage exploration for more mineral varieties and attract the private sector to invest in mining as well as beneficiation of base metals. Botswana has known deposits of copper, nickel, cobalt, silver,

uranium, manganese and iron ore. Identification and assessment of further mineral potential will continue.

6.46 While Botswana has significant coal resources, these will be developed cautiously in view of concerns regarding global warming, the National Climate Change Policy, and Botswana's international commitments to reduce greenhouse gas emissions.

6.47 Improved legal and regulatory framework for the mining sector will ensure that the mining policy as well as regulatory and fiscal framework support the needs of both domestic and foreign investors.

Financial and Business Services Sector

6.48 The financial sector is important for the Botswana economy as both an enabler in other sectors and a business sector in its own right. The strategies for the sector during the TNDP will focus on the modernisation of the financial sector in line with global developments as well as reforming the laws and processes to achieve the required compliance. The following will be implemented in this sector:

- i. Adoption of global innovations, technology-based instruments and other beneficial technology-driven developments in the delivery of primary intermediary functions;
- ii. Continuous review of the legislative framework to support a modern financial system;
- iii. Implementation of measures under the revised financial inclusion roadmap to reduce financial exclusion;

iv. Making the most of opportunities offered by the digital transition to develop new products and services; reducing reliance on physical branches and processes; improving inclusivity and reducing the cost of making payments and use of cash as well as exploring the potential of digital currencies.

v. Deficiencies identified during the development of the National Strategy to Combat Money Laundering, Financing of Terrorism, Financing of Arms of War, Biological and Chemical Weapons as well as legislation to combat the acquisition of property from proceeds of crime will be addressed.

vi. BURS will concentrate on improving tax collection efficiencies and closing tax gaps. New tax legislation (including a revised Income Tax Act, Value Added Tax Act, and a new Tax Administration Act) will be enacted.

vii. BURS will also introduce electronic billing machines to improve compliance in the collection and payment of VAT by merchants.

Transport and Logistics Sector

6.49 Just like the financial sector, the transport and logistics sector is important as an enabler in the economy. The sector covers air, road and rail transport. Transport and logistics facilitate business operations, the movement of goods and services, as well as the movement of natural persons in the economy. During the TNDP, the sector will play its part in the economy by employing the following strategies:

Air Transport

6.50 In line with the SOE rationalisation strategy agreed by Cabinet in 2022, Air Botswana will be restructured, its core functions unbundled and a strategic partner sought.

6.51 Possible changes to the operations of Air Botswana, in line with its Revised Air Transport Strategy 2021-2024, include commercialisation of Sefofane Aviation Ground Handling Services (SAGS); development of an aviation training school; and growing the air cargo business. Based on sustainable funding models, it could also include the localisation of heavy aircraft maintenance and repair as well as route diversification with new domestic and international routes, along with new aircraft. However, such decisions will be dependent upon agreement with the strategic management partner to be introduced to the business.

6.52 Licensed private airlines will be encouraged to offer services on “thin” domestic routes and to compete with Air Botswana. Domestic, regional and international airlines will be encouraged to offer new and more frequent cross-border flights.

6.53 Government will continue the development and upgrading of Botswana airports, terminal buildings and runways in order to facilitate regional and international integration. The land parcels around Kasane, Gaborone, P.G. Matante (Francistown) and Maun international airports will be developed as per the planned masterplans in order for such land to realise its full commercial potential.

Road and Rail Transport

6.54 Road transport is critical for the movement of people as well as goods and services. This is especially important, as the NSP has shown the potential for the growth of conurbations in Gaborone and Francistown and their surrounding peri-urban villages. To this end, reliable and efficient transport will be provided to these growing conurbations. This development points to the need for modern urban public transport.

Creative Industries and Sports Sector

6.55 The creative sector involves activities which have their origin in individual creativity, skill and talent. Therefore, it is anchored in the generation and exploitation of intellectual property. The creative sector takes different forms including performing arts, crafts, visual arts, design, film and video production, food ways (cuisine), fashion and modelling, audio visuals, creative writing and publishing, creative services as well as heritage and cultural tourism. These industries flourish where there is promotion and facilitation of innovation and creativity as well as protection of intellectual property. For that reason, they are businesses in their own right as well as being a source of wealth and job creation - more especially for the youth.

6.56 To this end, the TNDP will ensure implementation of the National Creative Sector Strategy 2020-2025 in order to reap aforementioned benefits for the country.

6.57 Equally important in this sector is sports, which will be resourced and

promoted to produce young professional athletes who will be able to compete nationally and internationally. A programme for identifying such athletes at primary and secondary schools will be implemented. This programme will ensure that Batswana with sporting talent are developed accordingly in order that they can benefit from this well-paying profession.

b)Infrastructure Development

6.58 Development of industry support infrastructure takes different forms including road, rail, air, ICT, as well as water and electricity infrastructure. The sections that follow provide the strategies for developing support infrastructure in various sectors of the economy.

Tourism Infrastructure Development

6.59 The Kazungula Bridge will be leveraged to develop a green commercial city and an SEZ with a gateway to SADC and other African markets in the north as well as an outlet to the tourism activities in the Kazungula area, the Chobe National Park, Moremi Game Reserve and other tourist areas in the region.

Strategic Industry Support Infrastructure

6.60 These will include the following key rail infrastructure initiatives which will facilitate efficient movement of goods and services from various parts of the country:

- i. *Mmamabula–Lephalale rail/road* primarily for coal exports and

more efficient north-south transport links;

- ii. *Mosetse-Kazungula rail* to improve north-south transport links between Botswana and southern African countries, and more generally, to central and east Africa; and,
- iii. *Trans-Kalahari rail* which has potential benefits in terms of diversifying import and export routes as well as linking southern Africa with Namibian ports, especially for the transportation of petroleum products.

Water Infrastructure

6.61 Government will continue to increase access to potable water and sanitation services in order to cater for increasing demand through the following ways:

- i. Development of water infrastructure for industries in order to support value chains and enhance private sector participation.
- ii. Development of water transmission infrastructure to supply demand centres that are facing water deficit.
- iii. Rehabilitation of water networks to ensure conservation and optimal distribution of water.
- iv. Rehabilitation, expansion and development of new sanitation schemes.
- v. Identification and development of water sources and harnessing regionally shared water resources.

- vi. Development of infrastructure to increase the level of wastewater re-use for human consumption and industrial applications.
- vii. Review of water infrastructure tariffs and finding alternative financing options for water projects.

Road Infrastructure

6.62 *National road infrastructure* will continue to be developed, with a focus on improving the quality and capacity of key trunk road links and cross-border connections. There will also be more focus on maintenance. Where there are sufficient existing or projected traffic volumes, opportunities for introducing road tolling will be explored.

6.63 Urban and village internal road infrastructure will also be upgraded in line with need and availability of resources. In place of unlimited growth in car usage, urban road infrastructure will support improved public transport – in one respect, through dedicated bus lanes.

Infrastructure Maintenance

6.64 Timely maintenance of infrastructure will remain a priority so as to preserve the existing infrastructural assets and ensure they cover their full lifespan and yield return on investment.

Land Servicing and Management

6.65 Government will expedite the process of making land available for social and economic development, distributing land equitably and ensuring

land utilization through the following programmes:

- i. Identifying the true shortfall in the supply of serviced plots by rationalising waiting lists and removing those who have made duplicate applications and already own plots. This will be done through electronic registration of applications.
- ii. Fast-tracking land servicing for residential and commercial use.
- iii. Development and implementation of a land management reform agenda, whose overall objective is to transform the land sector and ensure speedy and efficient land allocation as well as to unlock land value.

6.65 New projects to be considered for full land servicing during TNDP are Gaborone Extension, Greater Gaborone and Greater Francistown. A number of villages around the country will benefit from minimal land servicing.

6.66 Government will continue to fund the land servicing programme during the TNDP while simultaneously exploring other funding mechanisms to augment its resources.

Optimising Electricity Security of Supply

6.67 During the TNDP, Government will develop a strategy for optimising the use of solar power, and harness it to supply the rural and countryside dwellers, especially the farming community. It will also allow private suppliers to supply power into the national grid.

6.68 Government and the Botswana Power Corporation will prioritise the development and strengthening of the national electricity grid to make it capable of distributing electricity generated from renewable sources located across the country. Cross-border grid links will be developed to facilitate the export of power.

Optimising National Petroleum Security of Supply

6.69 Government will ensure optimization of national petroleum security of supply. According to a 2014 National Petroleum Programme Study, Botswana's strategic petroleum storage capacity stands at 62.5 million litres and, at the current national consumption of 1.2 billion litres per annum, can last for only 15 days.

6.70 However, the required import cover for normal fuel supplies into Botswana is 60 days. Projections indicate that national consumption will double to 2.4 billion litres by 2030.

6.71 Government will ensure that, during the TNDP, ongoing construction work on the development of strategic storage facilities at the Francistown Depot, Ghanzi Oil Depot and Tshele Hills Depot, which are expected to be complete by July 2024, April 2025 and December 2025 respectively, is successfully carried out. These depots are expected to increase strategic fuel stocks from the current 18 days to at least 60 days as well as facilitate the diversification of petroleum supply routes.

c) Productivity and Human Resource Development

Ensuring Availability of a Competitive and Productive Human Resource

6.72 A competitive and productive human resource with a good work ethic and industry-relevant skills is a prerequisite for moving Botswana to high-income status and prosperity for all by 2036. Guided by the National Employment Policy of 2021, Government will prioritise:

- i. Promoting a link between tertiary education institutions and industry to ensure production of graduates with relevant industry skills.
- ii. Re-tooling and up-skilling unemployed graduates in line with current and future employment opportunities as a way of improving chances for their employability.
- iii. Promoting training in entrepreneurship to ensure that graduates with entrepreneurship acumen are able to choose entrepreneurship as a viable career path.
- iv. Consolidation of the Employment Bureau and the Directorate of Public Service Management (DPSM) jobseeker platforms with the Botswana Labour Market Information System (LMIS) so as to reduce the unemployment rate to a single digit by 2036.
- v. Improving the flow of information between job seekers and job openings; strengthening labour market monitoring and research; as well as developing a framework for coherent and coordinated policies with systematic monitoring and evaluation.

- vi. Development of a Botswana Labour Market Observatory and Information System to enable the country to effectively formulate, monitor and evaluate the implementation of education and employment policies as well as other labour market programmes. The latter include the Education Information Management System (EMIS), the National Employment Services System (NESS), and the National Jobseeker Database.
- vii. Development of a national skills profile to provide the current and expected future landscape of skills, competencies and qualifications.
- viii. Development of entrepreneurs in line with the Entrepreneurship Policy (2019), Middle Class Strategy (2022) and the Economic Inclusion Act (2021) in contrast with previous Plans which focused on graduate employees.

d) Digitalisation

6.73 Digitalisation of all sectors of the economy will be pivotal to transforming the country into a digital economy. This will result in increased productivity that will take the following forms: i) increased efficiency (and effectiveness) in the delivery of services in both the public and private sector; ii) increased revenues for Government, individual citizens and enterprises; iii) citizen empowerment through job and business opportunities; and iv) improved electronic governance and electronic services in the economy.

6.74 Efforts will be made towards the attainment of a smart nation based on:

a digital economy, digital inclusion, smart environment, and smart government. This will be made possible by the use of digital technologies to create *1Bw*; positioning ICT as a sector that can contribute directly to the growth of the economy; digital transformation of enterprises, people and Government; and harnessing the power of emerging technologies like big data, artificial intelligence, robotics, blockchain, Internet of Things and cloud computing.

6.75 The focus for the Botswana's digital transformation during the TNDP period shall be in four key interrelated policy dimensions of equal weight:

- i. *Technology*: Botswana shall develop best-in-class digital infrastructure and services deployment as well as open innovation-focused regulation.
- ii. *Capabilities*: Botswana will develop future-oriented, skilled digital human capital to sustain its innovation ecosystem.
- iii. *Ecosystem*: Botswana will be a preferred private sector destination.
- iv. *Industry*: Alongside the development of digital enterprises and start-ups, Botswana will grow the ICT sector with the aim of enhancing its direct contribution to the economy.

6.76 Structures for implementation and monitoring will be strengthened to ensure timely delivery and effective monitoring and evaluation of digitalisation programmes and projects to ensure attainment of Vision 2036's aspirations and in line with the SmartBots Strategy.

6.77 The e-Government Strategy will be reviewed with a view to incorporating the exploitation of emerging technologies in the provision of the Government's online services. Implementation of online services will be accelerated and barriers that have slowed rollout of these services during NDP 11 will be removed. The Strategy will also be reviewed to ensure co-creation and private sector participation in the provision of public sector services online. The exporting of public sector services into the region and the rest of the world will also form part of the new e-Government Strategy. The aim of the latter will be to increase the economic contribution of the ICT sector to GDP. Data from the public sector's online services will be anonymised and made available to Statistics Botswana (the custodian of the official statistics in the country) for analysis.

6.78 The ICT Policy, legal framework and all strategies - such as the National Broadband Strategy, will be reviewed.

6.79 Phases 2 and 3 of the Village Connectivity Project will be completed.

e) Improving the Doing Business Environment

6.80 Doing business will remain a priority during the TNDP. Even though there has been some progress with legal and administrative reforms for doing business, the impact of these reforms on the economy is yet to be felt, and much more still needs to be done.

6.81 On the basis of the foregoing, focus during the TNDP will be on the implementation of reforms as well as on

their continuous monitoring and evaluation. The Regulatory Impact Analysis will be used before new regulations are introduced, to avoid imposing additional regulations that could unduly hinder business activity.

f) Development and Support of Small Businesses

6.82 The construction of infrastructure support projects for the informal sector remains a priority during the Plan period. There were implementation challenges during NDP11 and in order to address this, a project management office will be established with a view to expedite project implementation. During the TNDP, SME business hubs along the A1 Highway and Francistown will be constructed with an objective of providing decent business premises in order to attract customers.

6.83 Community entrepreneurship is one other area which has been found to be of paramount importance. There are already business areas where communities need to be facilitated to better organise themselves for doing business. It is envisaged that during TNDP, community projects such as the Letsholathebe Community Horticulture, Zutshwa Salt (Hukuntsi), Motlware Community Trust (Letlhakeng) will be supported.

6.84 Programmes which, to a large extent, promote entrepreneurship for youth, women, graduates, rural communities and people with disabilities, will be prioritized. This support will be based on three key pillars: entrepreneurial mindset change and culture; financing entrepreneurship; and

entrepreneurship capacity building. The objectives of entrepreneurial mindset change and culture are to promote entrepreneurship and innovation programs, and will entail hosting events for both start-ups and investors; identify high-growth start-ups and innovative SMEs and support their development; promote entrepreneurship to vulnerable groups (youth, the poor, people with disabilities and women) as well as the middle-class.

6.85 The entrepreneurship financing objectives are to provide support for innovative start-ups (e.g. capital ventures and other alternative funding options); review the existing schemes and programmes and consolidate them into a single entrepreneurship promotion fund (EPF); and establish partnerships with key players in the financial sector to facilitate their engagement with SMEs, thus making available broadened financing options. As for entrepreneurship capacity building and support, the objectives are to increase accessibility and supply of support services for businesses; establish a national register of consultants, mentors, incubators and accelerators; consolidate and integrate databases for enterprises (YDF and cooperatives); as well as create interactive entrepreneurship portals for dissemination of information and online services.

6.86 Value chain development has been identified as a priority which can develop and support small businesses. Its aim is to help the country transition from traditional to organized value chains by addressing resource efficiencies in order to achieve economies of scale. Priority for value

chain development will be infrastructure development, digital development and enhancing productive capacities for cooperatives. It is also crucial to adopt a livelihood perspective by conducting community-based groundwork and mobilization of producer groups or clusters. SME export hubs developing local and indigenous brands will be given grants. These hubs will work with established anchor firms in each sector's value chain to take advantage of opportunities in both the domestic and international market.

6.87 The implementation of the Local Economic Development (LED) framework remains a priority. The objective is to ensure that supply and value chains become more socially inclusive, benefiting a greater number of underprivileged members of the society and securing their position in formal markets. Assessing the current state of regions, as well as identifying value propositions and establishing partnerships with the regions will be undertaken during the Plan period. It will be important to engage anchor institutions (such as district councils, health organisations and schools) in a certain locality to maximize their impact in creating community wealth through cooperative development. Private entities with a common purpose will be engaged with a view to understanding their supply chain and identifying services that offer potential for cooperative models of delivery.

CONCLUSION

6.88 A review of the performance of the NDP 11 indicates that deep structural reforms, coupled with capacity to implement, will be required

to take the country to the next level of development. The strategies outlined in this Chapter form the basis for transformation and will position the economy on the path to high-income status. They are *game-changers*, with high forward and backward linkages;

high export-growth potential, and high job creation opportunities and will be implemented by the various sectoral teams under the Sustainable Economic Development pillar to deliver on the goals of this two-year TNDP.

CHAPTER 7

HUMAN AND SOCIAL DEVELOPMENT

INTRODUCTION

7.1 The Human and Social Development pillar aims to achieve a dignified life for all citizens. Accordingly, its realisation involves ensuring the creation, recognition and management of opportunities to attain higher levels of sustainable economic growth, leading, in one respect, to employment creation.²⁵ The aims of this pillar are also reflected in several of the SDGs, in particular SDG 1 (End Poverty), SDG 2 (End Hunger, Promote Food Security), SDG 3 (Healthy Lives), SDG 4 (Education), SDG 5 (Gender Equality), and SDG 10 (Reduced Inequality).

7.2 The key result area (KRA) under this pillar is social development, defined as a “process of enhancing the well-being of people by developing sustainable strategies that promote social and economic participation of the nation”. Such strategies include social inclusion and the development of policies that ensure equitable access to services and opportunities. The latter include mainstream social services such as education and health, household food security, and targeted programmes for vulnerable populations. The KRA covers areas such as agriculture, housing, social protection, youth development, education and health. Its specific objectives are geared towards reducing vulnerability to poverty, helping the poor graduate from dependency on social protection/safety handouts as

well as enhancing the capacity of the poor and vulnerable to better manage risks they are exposed to in their everyday lives.

7.3 This Chapter mainly focuses on two areas: social development and health. The priority areas include reducing the consequences of poverty, ensuring access to basic services (education, housing, sanitation, water and health), food security and nutrition, arts and sport development, strengthening prevention intervention and rehabilitation services.

7.4 Botswana continues to experience numerous challenges that threaten the attainment of objectives outlined in the social development pillar. Such challenges include health risks (malnutrition, illness, and pandemic outbreaks), economic risks (unemployment, inflation), life-cycle risks (old age, disability and mortality), natural risks (animal diseases and droughts) and social risks (domestic and gender-based violence). The 2020 Global Multi-dimensional Poverty Index report showed that 17.2 percent of Botswana are multi-dimensionally poor. Moreover, about 49 percent of children under 18 are also multi-dimensionally poor.

REVIEW OF PERFORMANCE DURING NDP 11

7.5 This section reviews performance of the two focal areas

²⁵ The World Bank's Human Capital Index (HCI) draws a clear evidence-based link

between investments in health, education, and childhood nutrition and economic productivity.

during NDP 11 based on the key performance indicators. It assesses whether what was planned was implemented and details the depth of such implementation.

Social Development

7.6 Key performance indicators that were to be achieved using NDP 11 strategies are outlined below:

- i. Implementation of the Rural Development Policy.
- ii. Development of Sports, Arts and Culture.
- iii. Development and support of small businesses.
- iv. Provision of social safety nets.
- v. Eradication of absolute poverty.
- vi. Provision of quality and equitable education (inclusive education and development of vocational life skills).
- vii. Promotion of access to basic services (shelter, sanitation, education, health and information).
- viii. Harmonization of social protection programmes.

- ix. Strengthening health service delivery

Implementation of the Rural Development Policy

7.7 The Rural Development Policy is aimed, among others, at poverty reduction, increased agricultural productivity as well as promoting a participatory rural development process, and sustainable livelihoods. Some of its key initiatives are outlined below.

Constituency Community Programme

7.8 Government introduced the Constituency Community Programme (CCP) in 2017. The Programme aims to strengthen local communities' participation in the design and implementation of development projects. It thus adopts a community-driven development model which is "intended to promote community empowerment by strengthening the process by which citizens take the lead in initiating and proposing solutions for indigenous challenges". Table 7.1 shows a declining number of projects and associated employment created between 2017/18 and 2022/23.

TABLE 7. 1: CCP PERFORMANCE: 2017/18-2022/23²⁶

Financial Year	Projects	Employment Created
2017/18	1,598	7,109
2018/19	1,305	5,354
2019/20	1,212	4,412
2022/23	738	Projects not commenced

Source: MLGRD (unpublished programme data)

²⁶ In 2020/21 and 2021/22 there no projects were implemented

The Remote Area Development Programme (RADP)

7.9 The Remote Area Development Programme (RADP) aims to support community development in remote areas by providing essential social services and promoting economic growth. The programme provides broad strategies that various sectors are to pursue to promote accelerated development in officially recognised remote area settlements. The RADP is implemented in 72 recognised settlements in the seven districts of Central, Ghanzi, Kgalagadi, Kgatleng, Kweneng, Southern and North West.

7.10 In 2014, Government developed an Affirmative Action Framework (AAF) for Remote Area Communities to ensure (through close monitoring of implementation and fast-tracking of programmes) that remote area communities evidently benefit from national programmes across sectors. The following are highlights of the progress made.

- i. Under the RADP communal farms initiative, eleven out of twenty-two RADP farms were funded. Out of these, five farms are operational, two are nearing completion, and the development of other farms continues.
- ii. The Framework entails provision of housing to those found to be in need. During NDP 11, a cumulative total of 1,324 housing units were completed against a target of 1,716. Construction of the remaining units is ongoing at various stages of completion.

iii) Regarding early childhood, funding was provided for the construction of day care centres. Projects are ongoing and are anticipated to be completed by the end of the 2022/2023 financial year.

7.11 With the support of UNDP, the RADP was reviewed. The findings and recommendations are being studied to determine the way forward to improve programme implementation.

Sport Development

7.12 A key component of the country's sport development model is the school sport system, where the majority of junior athletes are nurtured. The school sport programme has been assessed and resultantly, a policy that will improve the efficiency and effectiveness of the school sport system has been developed. In addition to the implementation of sport development programmes, a Rewards and Incentives Policy for National Team Athletes has been in place since 2012. The monetary reward has motivated athletes and improved competitiveness. Other development programmes include centres of sport excellence, Elite Scholarship Fund and the Zebra Fund.

7.13 Due to these programmes, the general performance of Botswana sport has continued to improve. Botswana's 4x400m relay team won a silver medal during the 2020 Olympics in Japan and each of the six athletes was rewarded with a housing unit. Botswana athletes have also won three gold medals, a silver medal and a bronze medal at the 2018 Commonwealth Games in Gold Coast, Australia.

7.14 Botswana has successfully hosted major sporting events while, promoting sport tourism. These events include the Africa Karate Championships, Zone 6 Boxing Championships, International Working Group (IWG) World Conference on Women, Sport 2018, Rugby Africa Women's Sevens Tournament and the African Union Sports Council (AUSC) Region 5 Youth Games in 2018.

7.15 To improve the regulatory framework and the general landscape of Botswana sport, a review of the BNSC Act of 2013 commenced in 2021. Drafting has commenced and the resulting legislation will, among others, create an apex body for Botswana sport and address key issues such as duplication of efforts, wastage of resources and enhance role clarity among all sport sector players. The revised Act is expected to be in place during the 2023/24 financial year. Similarly, a National Anti-Doping Organisation (NADO) Bill is being drafted following the establishment of the National Anti-Doping Coordination Office (NADCO) in 2020. This development will enhance compliance with international sporting statutes.

Arts and Culture Development

7.16 Significant strides have been made in the broadcasting sector with the launch of three channels under the Botswana Television bouquet. Under this arrangement, the former *Now TV* has been rebranded as *BTV1*. It broadcasts youth-related content such as entertainment and sports and will continue to source content from private production entities. *BTV 2* focusses on information and education with emphasis on programs, projects,

policies and initiatives by all Ministries, Parastatals and relevant partners. *BTV News* is a news channel which provides all-day coverage of local news, ensuring that viewers are kept informed throughout the day. These developments provide vast opportunities for job creation as Ministries and Departments are expected to engage the youth to produce their content for airing.

7.17 During NDP 11, a deliberate effort was made to empower local youth (film and television producers) by procuring their content, thereby contributing to job creation. A total of P65 million was spent on local content acquisition since inception of the channel in March 2018. More than 70 local companies, which in turn created 1,800 jobs, benefited from this initiative.

7.18 To promote cultural preservation and diversity during NDP 11, cultural events and festivals, as well cultural exchange programmes, were financed and various international instruments were ratified. National celebrations such as Presidents Day and Independence Day were held until the advent of COVID-19 in 2020/21 when they were suspended but resumed in 2022.

7.19 In April 2020, Botswana became a State Party to the UNESCO 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. The main objective of this Convention is to create an enabling environment for arts and culture practitioners to create, produce and distribute their goods and services for socio-economic benefit.

7.20 Other initiatives included reviewing the 2001 National Policy on Culture and the 1970 Cinematograph Act as well as establishing a call centre that can be accessed through the telephone and social media platforms.

7.21 Cultural exchanges were undertaken to improve relations between Botswana and other countries and promote the country's cultural tourism. Traditional dance troupes performed in France, Australia, Zambia, Mozambique, and Dubai, among others. These trips exposed local artists to the international market, opening avenues for them to engage in financially rewarding events. Another major milestone was the enactment of the National Arts Council of Botswana (NACB) Act of 2020, which established the Council as a parastatal organisation. The primary aim of the NACB is to facilitate and drive growth, promotion, investment and marketing of the arts as a sector. For a long time, the sector lacked a coordination structure and had to contend with overwhelming requests for financial and technical assistance. The Council will, therefore, be instrumental in driving the cultural and creative industries to realise their full potential.

Youth Empowerment

7.22 According to the Multi-Topic Household Survey, Quarter 4, 2021 by Statistics Botswana, the youth population (aged 15-35 years) in Botswana is estimated at 851,545, of which the youth labour force amounts to 486,706. The number of employed youth was estimated at 319,489 (65.6 percent of the labour force), and that of the unemployed at 167,216 (34.4 percent). Whereas the youth make up

50 percent of the labour force, they comprise 67 percent of the unemployed population.

7.23 Through the Botswana National Youth Council (BNYC), the Government undertakes a social contracting model to implement character-building initiatives in the five National Policy thematic areas of Alcohol and Substance Use, Comprehensive Sexuality Education, Character Building, Youth Leadership and Capacity Building.

7.24 To that end, 68,336 youth (against a target of 96,800) were absorbed in the internship and volunteer programmes. Upon completion of the programmes, 3,088 interns were permanently employed by organisations that had enlisted them. In 2016/17, the internship programme recorded 1,109 interns who were absorbed into the labour market. However, the numbers declined when placement in the private sector was discontinued during the 2017/18 financial year.

7.25 The YDF implementation was subjected to reforms to improve service delivery to the clientele. Government considered entrepreneurship development a crucial aspect of youth empowerment. It continues to assist young people to develop as entrepreneurs and to make the environment conducive for their nascent businesses to thrive, using YDF as the primary vehicle for financing youth start-ups, training and, where possible, developing operational spaces. From the YDF inception in 2009 to the 2021/22 financial year, 10,734 youth businesses in the country created 20,064 job opportunities for youth.

However, the YDF suffers from problems of a low level of repayment of loans by participants, hence sustainability issues.

7.26 The above notwithstanding, youth unemployment continued to rise due to limited opportunities to absorb them into the economy. Skills mismatch has been cited as a major contributing factor.

Development of Vocational and Life Skills

7.27 During NDP 11, some achievements were realised regarding partnerships, social contracting and character development. NGOs were funded annually to implement

character-building programmes across the country. The Character Building Strategy aimed at empowering youth by providing lifelong skills was implemented. Monitoring and evaluation of youth programmes was undertaken in 2020.

Provision of Social Safety Nets

7.28 Table 7.2 shows enrolment patterns in selected social safety net programmes. Destitute persons, old age pension and disability cash transfers increased over time, while those for Community Home-based Care (CHBC), Orphans and Vulnerable Children (OVC) and World War II Veterans declined.

TABLE 7. 2: SOCIAL SAFETY NETS ENROLMENT IN NDP 11

Program	Baseline (2016/17)	2017/18	2018/19	2019/20	2022
Destitute Persons	35,366	36,513	37,934	35,162	40,737
CHBC	1,313	1262	1218	1050	1010
Old Age Pension	95,649	103,726	110,896	116,103	130,767
Orphan Care	29,375	27,517	25,780	24,151	19,847
WW II Veteran	1,569	1,396	1,349	1,293	959
Vulnerable Children	35,550	35,693	37,606	34,549	30,261
Disability Cash Transfer	4,709	5,368	6,583	7,360	8,479

Source: MLGRD, 2022

7.29 Furthermore, along with the Anti-Human Trafficking Act of 2014, the welfare of all victims of human trafficking in the country is taken care of. This includes providing shelter, meals, toiletries and other basic needs pending the repatriation and reintegration of the victims into their countries/communities. Ninety-nine (99) victims of human trafficking have been supported since 2016.

Ipelegeng Programme

7.30 The Ipelegeng Programme contributed to employment creation, enhancing the social inclusion of targeted vulnerable populations and promoting local economic empowerment. The programme has cumulatively involved, a total of 4,009,687 participations (97 percent), on rotational basis, out of the targeted 4,133,584 to date, at a total cost of P3 billion. Enrolment increased each year from 2017/18 to 2019/20, but was cut

back sharply in 2020/21 due to restrictions imposed on social and economic activity caused by COVID-19. Vulnerable groups continue to dominate the programme, with females comprising an average of 69 percent and youth at 33 percent. While official data shows that the programme scores high in labour intensity (share of labour

costs to the total), concerns have been raised about whether it yields value commensurate with the amount of money spent on it. This partly explains why the process of re-engineering the programme is underway.

TABLE 7. 3: TRENDS IN IPELEGENG EMPLOYMENT: 2017-2021 (MONTHLY AVERAGE)

Year	Target	Actual
2017/18	73,814	69,611
2018/19	73,814	70,984
2019/20	73,814	72,740
2020/21	49,209	48,467
2021/22	73,814	72,338

Source: MLGRD Unpublished programme data

7.31 These safety nets contributed to the declining incidence of poverty recorded at the time of the last national survey in 2015/16. However, even as poverty declined, it remains high for Botswana as an upper-middle-income country.

7.32 There are many reasons for this condition. To some extent, programmes addressing poverty are not well co-ordinated, resulting in errors of inclusion and exclusion. Inadequate monitoring and evaluation of programmes addressing poverty results in uninformed policy decision-making. The emergence of COVID-19 in the later years of the plan negatively impacted the programme's effectiveness.

7.33 There is also a lack of national statistical data on poverty as evidenced by the last national survey having taken place in 2015/16. Further, available data from the quarterly multi-topic household surveys is not being

analysed from a poverty perspective. As problematic is lack of a centralised information management system for Government programmes and services to enhance data integrity.

Poverty Eradication Programme

7.34 The Poverty Eradication Programme provides economic opportunities to the most vulnerable populations, including remote-area communities. At the start of NDP 11, 26,229 projects had been funded and out of that number, 20,541 were operational. As of August 2022, 14,744 additional projects had been funded, most before the outbreak of COVID-19. In total, of the 40,973 projects funded since inception, 29,564 are operational, thus contributing to improved livelihood for beneficiaries. The operational 29,564 projects created employment for 34,553 people.

7.35 The following are some of the key achievements: (i) reduction in the

backlog from over 17,647 approved and not packaged applications to around 5,809, and attainment of a turnover of more than a million Pula by two projects, one engaged in toilet paper manufacturing and the other in the production of detergents; (ii) development of a data management system for storage and management of beneficiaries' data; (iii) creation of partnerships with key stakeholders, which include the Botswana Bureau of Standards for product certification; Botswana International University of Science and Technology for technical support; supermarkets for sale of products; and development partners such as UNDP, Food and Agriculture Organization (FAO) and European Union (EU) for strategic focus in the endeavour; and (iv) development of value chains around poverty eradication packages for the engagement of other contributory players to enhance the sustainability of the projects.

7.36 An exit strategy was introduced in 2018 to graduate beneficiaries with improved livelihood. It covers support actions from beneficiary identification through training, packaging, mentoring and psycho-social support to eventual graduation from the programme as successful/sustainable businesses. Graduation assessments were started in the 2018/19 financial year and

continued to 2019/20. Thereafter, there was no graduation assessment because of COVID-19 restrictions but it resumed after the end of the state of emergency in 2021. Overall, 3,114 beneficiaries have graduated since the implementation of the strategy. A monitoring and evaluation framework for the programme was developed and implemented with tools to guide data requirements for tracking programme performance.

Food Security

7.37 The agricultural, social protection and empowerment programmes that were implemented during NDP 11 are the Integrated Support Programme for Arable Agriculture Development (ISPAAD) and the Livestock Management Infrastructure Development (LIMID). The multi-policy response approach adopted by the Government comprises participation by several stakeholders. Table 7.4 summarises crop production data under ISPAAD for the period 2017 to 2021. It shows an increase in the area planted, but cereal production is below the target throughout the Plan period.

TABLE 7. 4: SUMMARY OF ARABLE PRODUCTION UNDER ISPAAD: 2017/18-2021/22

Year	Area Planted (Hectare)	Production (tonnes)	Yield (t/ha)	Cereal Target (t)	Cereal production (t)	Legume Target (t)	Legume Production (t)	Beneficiaries
2017/18	268,530	135,408	0.50	216,000	76,929	9,000	17,671	62,646
2018/19	263,752	65,048	0.25	216,000	44,518	9,000	8,908	69,511
2019/20	367,813	275,620	0.75	216,000	158,119	9,000	39,528	92,664
2020/21	341,829	195,168	0.57	216,000	116,401	9,000	31,004	90,892
2021/22	321,184	173,282	0.54	216,000	94,209	9,000	55,199	84,936

Source: MoA, 2022

7.38 LIMID Phase II increased distribution and ownership of small stock and “Setswana” (indigenous breed) chickens, contributing to improved livelihood in rural areas. The LIMID programme contributed to increased production of chevon (goat meat) and mutton from 31 percent to 38 percent and 42 percent to 62 percent of national demand, respectively. In addition, 71 percent of the resource-poor beneficiaries under LIMID reported a positive impact on their quality of life, whereas 76 percent of beneficiaries reported an increase in the number of assets acquired.

Promotion of Access to Basic Services

Housing

7.39 Progress has been made in housing provision. The following are some of the achievements:

7.40 Out of a total of 3,160 housing units funded since the beginning of NDP 11 under the SHHA Turnkey Development Scheme, 2,880 units have been delivered to targeted beneficiaries. Concerning the Home Improvement Scheme, out of 1,648 housing units funded since the

beginning of NDP 11, 1,613 housing units have been delivered.

7.41 With regard to the Public Officers Housing Scheme for D4 scale and below, 1001 housing units have been delivered against 1152 planned housing units. Under the Destitute Housing Programme, 3,532 houses were built against the target of 4,367, indicating the programme’s annual underperformance.

7.42 Other milestones include the review of the National Housing Policy of 2000 and the Housing Needs Assessment. The latter is aimed at assessing housing needs in Botswana in order to provide a basis for future housing plans and policies.

Education

7.43 During 2017-2022, early childhood care education enrolment in public schools increased from 20, 361 to 27, 519 learners, while enrolment at primary schools increased from 333, 455 to 351, 672 and from 170, 972 to 192, 151 for secondary schools. On the other hand, enrolment at tertiary level increased from 53,450 in 2017/18 to 53, 930 in 2018/19, and to 56,660 in 2019/20.

7.44 Notable progress in the form of access, equity, quality, relevance and accountability was made during NDP 11 on the major pillars of the Education and Training Sector Strategic Plan (ETSSP). For example, strides have been made to improve access to early childhood and pre-primary education, with 84.2 percent of primary schools offering reception classes and the remaining schools expected to offer classes during the first half of the TNDP. Through the E RTP, school digitalisation was prioritized to provide electronic gadgets, e-content and capacity building for senior secondary school students and teachers. To date, procurement of the devices and their distribution to senior secondary schools is ongoing.

7.45 The senior secondary school curriculum was reviewed to address quality and improve relevance. Thirty-eight (38) subjects have been reviewed to facilitate a shift from content-based to outcome-based education (OBE) instruction. A learner profiling framework was developed to guide and profile students on their academic placement.

7.46 There remains a number of challenges in the education sector. Students graduate from secondary or tertiary education with inadequate soft skills, in areas such as, problem-solving, innovative thinking and adaptability. This is due to emphasis on rote learning - which encourages repetition rather than enquiry, throughout almost the entire education system. Such a background makes many school leavers ill-suited to the world of work and needs of the economy.

7.47 A second concern relates to the distribution of resources through the education system, with a well-funded tertiary education sector and an under-funded primary education sector. The result of lack of resources and an inexact pedagogical approach is that educational foundations are inadequate. In due course, these adverse conditions manifest themselves in the form of poor student performance in secondary school examinations.

7.48 There is also a problem of inadequate infrastructure throughout much of the public primary and secondary education system. For instance, while at secondary school level there is a slight difference between overall pupil-teacher ratios in private and Government schools, there is a big gap in the provision of classrooms between the two segments, with a far higher number of pupils per classroom in the Government sector as compared to the private sector.

7.49 Finally, special needs education is under-resourced. Government operates an inclusive education policy in which many learners with mild disability are catered for in mainstream schools. It works in partnership with the civil society, through NGOs, to provide special needs education, for instance, to people with disabilities (PWDs). However, funding from Government has remained static in recent years and as a result, the sector has inadequate resources. For instance, it cannot match the salaries paid to teachers in the private sector. A purpose-built facility, which will increase access to education for learners with severe and multiple

disabilities is still under construction in Maun.

National Archives and Records Management System

7.50 In an endeavour to transition to the Fourth Industrial Revolution, where the use of ICT is embraced and where there is realisation of the necessity to gravitate towards quality management and coordination of records, the Botswana Government introduced the National Archives and Electronic Records Management System. This System is designed to perform the primary function of records keeping, archiving and storage.

Harmonization of Social Protection Programmes

7.51 Following approval of the National Social Protection Framework (NSPF) by Cabinet in 2020, an implementation plan was developed to operationalise its vision. The top priority within the plan is to consolidate the existing programmes and put in place, implementation of the institutional arrangements to facilitate this reform. In order to achieve an integrated system, the NSPF will strengthen the delivery of some programmes and recalibrate others. To date, Government and UNDP have conducted consultations and research on the efficiency of social protection programmes in six districts: Mahalapye, Lobatse, Tsabong, Kasane, Okavango and Sowa.

Single Social Registry

7.52 As an archive of structured and systematised information about beneficiaries and potential beneficiaries

of different social protection programmes, the Single Social Registry (SSR) is part of the NSPF. Data on national protection programmes is being uploaded to the SSR, and is approximately 70 percent complete. The SSR will be used to improve the efficiency and targeting of social programmes.

7.53 Disability mainstreaming is not taking place as it should be. As a result, PWDs' lives are still lagging behind and sectors still abdicate their responsibilities to plan and mainstream disability in their programmes.

Disaster Risk Management

7.54 The main focus during NDP 11 was to establish and implement robust disaster risk management strategies as well as plans to enhance communities' resilience against disaster situations. In this regard, the review of the National Policy on Disaster Management of 1996 and the National Policy on Disaster Risk Management is a notable achievement. The Policy is expected to be approved by Parliament before the end of NDP 11. A functional multi-sectoral National Emergency Operations Centre was established primarily to respond to COVID-19. The Centre is currently managing other hazards and emerging disaster risks. Disaster preparedness and response plans have been developed and implemented at national, sectoral and district levels. These are critical to ensure readiness to respond to disaster situations.

7.55 In addition, Risk and Vulnerability Assessments (RVAs) were conducted in Gaborone and Francistown. These RVAs will empower urban communities to prioritize and

apply effective decision-making on risk-prone areas within the limits of those cities to safeguard human life and protect property and essential services infrastructure such as hospitals, schools and other public infrastructure. Furthermore, national disaster response operations have been decentralized.

Health

7.56 Under this focal area, the four strategic components were (i) strengthening prevention interventions, (ii) improvement of access to quality health care services for all, (iii) strengthening rehabilitation services and (iv) sustainable health and health care services for all. The achievements are outlined below:

Strengthening of Prevention Intervention

7.57 Strengthening prevention interventions has enhanced the institutional framework through the following: (i) the Tobacco Control Act of 2021 which was passed by Parliament in August 2021 and assented to in October 2021. The regulations of the Act are being drafted; (ii) the development and launch of the Botswana Multi-sectoral Strategy for the Prevention and Control of NCDs 2018-2023; and (iii) the establishment of the Botswana Medicines Regulatory Authority in 2018 to ensure effective regulation and control of medicines and related substances as well as the National Health Council in 2019. These are critical milestones in improving the regulatory environment.

7.58 There were also the development and review of critical

health policies and strategies to support the health system. The following have been completed and adopted for implementation: Infection Prevention and Control Policy; Expanded Program on Immunization Policy (2018); Early Childhood Development Policy Framework (2018); Botswana National Hospice and Palliative Care Policy; Policy on Infant and Young Child Feeding; Healthy and Active Ageing Strategy (2022); Botswana National Nutrition Strategy (2016-2021); National Safe Male Circumcision Strategy (2017-2022); Botswana Multi-Sectoral Strategy for the Prevention and Control of Non-Communicable Diseases (2018-2023); and the National Malaria Strategic Plan (2018-2023).

Improvement of Access to Sustainable Quality Healthcare Services

7.59 The National Health Quality Standards (NHQS) for health care facilities have been developed, providing a yardstick for measuring their performance. In 2020, a total of 539 facilities, including public and mission hospitals and clinics implemented these standards, and their quality improvement performance stood at 52 percent against a target of 65 percent. Eleven healthcare facilities out of 18 have attained accreditation status, three (3) of which are hospitals while eight (8) are clinics. However, all eleven healthcare facilities are currently waiting for re-accreditation, which was delayed due to COVID-19 related cross-border movement restrictions. The remaining seven (7) facilities are being assisted to address pending issues towards attaining accreditation status. A set of 19 NHQS for different private and independent health facilities have

been developed and are to be disseminated.

7.60 The Medicines and Related Substances Subsidiary Act was enacted in 2019 and the following were developed to achieve universal health coverage: (i) draft national tariffs roadmap, (ii) cost recovery plan to inform the setting of tariffs and (iii) a harmonised resource tracking tool for collection of data for National Health Accounts.

7.61 Government has made a deliberate move to improve access to emergency and trauma care services to reduce mortality and morbidity related to non-communicable diseases, including trauma. Thirteen emergency medical service centres have been established.

7.62 The Botswana Health Data Collaborative (BHDC) Roadmap and the e-Health Strategy (2020 – 2024) were launched in March 2020. Each district hospital has at least five basic specialists. The achievement is as follows: Internal Medicine, 100 percent; Paediatricians, 86 percent; Anaesthesiologists, 33 percent; and General Surgery, 50 percent. This progress is mainly attributable to the memoranda of understanding with Cuba and China to provide health specialists. There is an ongoing initiative to strengthen paediatric critical care services (inclusive of neonatal critical care) in referral hospitals as well establishing them in the four upgraded district hospitals (Letsholathebe, Sekgoma, Scottish Livingstone, and Mahalapye). MoUs have led to the sourcing of 129 specialists, 40 from China and 89 from China.

7.63 Healthcare workers were trained on primary care-based management of diabetes as well as cardiovascular and chronic lung diseases. Cancer treatment guidelines have been endorsed to attract partners to work together to address issues of NCDs.

7.64 As part of the implementation process, most critical speciality areas have been addressed by sending officers for further studies. In the first half of the NDP 11, focus was mainly on medical and nursing specialisations, while in the second half, greater focus was on critical programs and addressing skills gaps within public health facilities. During the plan period, 80 of 335 medical officers, 648 of 1112 nurses, and 27 of 459 allied professionals completed specialisation training. Furthermore, 225 of 673 officers completed health systems strengthening, and 17 of 246 professions completed public health training.

Strengthening rehabilitation services

7.65 The National Health Rehabilitation Policy, Rehabilitation Strategy and the Monitoring and Evaluation Framework, whose focus is on rehabilitation services, are being reviewed. A building in Francistown is being renovated to house Botswana's first National Specialist Rehabilitation Centre. This Centre will provide both in and outpatient rehabilitation services.

7.66 The formulation of the 2021-2027 Alcohol and Substance Use Strategic Plan is complete, the construction of an in-patient alcohol and substance abuse rehabilitation centre in Serowe is ongoing. Nine NGOs

were funded to provide outpatient services throughout the country for those having substance use disorders. Efforts are now being made to increase the number of organisations to be funded, especially in areas where there are no NGOs offering rehabilitation services. In addition, 54 health professionals, social workers, psychologists and psychiatrists were trained on Universal Treatment Curricula. This is an addition to the first training where 70 officers from different Government Departments and NGOs were trained. The number of officers trained on Universal Prevention Curricula currently stands at 27.

7.67 Together with other strategies, notably the implementation of the Integrated Health Service Plan, the above initiative led to the following: a decline in the Tuberculosis notification rate from 218 per 100 000 in 2017 against a target of 270, to 116 per 100 000 population in 2021 against a target of 236 and Malaria incidence reduced from 0.84 cases per 1 000 in 2017 to 0.30 cases per 1 000 population in 2021. This was achieved through, amongst others, the rolled out 'Communities Acting Together to Eliminate Malaria' to all malaria endemic districts, a fully functional Malaria Surveillance System which is in place in all Districts, and a well-coordinated Malaria case management programme.

7.68 The 90-90-90 HIV/AIDS Strategy targets were achieved by December 2020. The first 90, 92 percent (people tested and know their HIV status); the second 90, 94.6 percent (People on treatment); and the third 90, 98 percent (virally suppressed). The new set of targets of 95-95-95 has been set

for 2025. According to the BAIS V preliminary results, the 95-95-95 Global Targets stand at 95 percent for the first 95 (people tested and know their HIV status); 98 percent for the second 95 (people on treatment) and 98 percent for the third 95 (virally suppressed). Projections indicate that epidemiological control will be achieved by 2024. Effective control of HIV/AIDS is one of Botswana's great healthcare successes but that could be reversed by ongoing problems such as shortage of anti-retroviral drugs.

7.69 The Mother to Child Transmission (MTCT) rate for HIV decreased from 0.64 percent in 2018 to 0.56 percent in 2021. In recognition of the progress made towards reaching elimination of Mother-to-Child Transmission (eMTCT) of HIV, Botswana applied to be validated on the Path to Elimination. The application was based on the successful preliminary review of process and impact indicators for 2017 – 2019. Botswana utilised the recommended WHO eMTCT tools and followed the criteria and processes for validating eMTCT of HIV and syphilis. Maternal Mortality Ratio (MMR) was 156.6, 143.2, 133.7, 166.3 and 130.5 per 100 000 live births in 2016, 2017, 2018, 2019 and 2020 respectively. These are more than the average MMR rates for upper-middle income countries of 70. The MMR for 2021 has not been computed yet. However, the number of deaths has been aggravated by COVID-19, with 132 deaths reported.

7.70 During NDP 11, the health sector in Botswana faced the following challenges:

- i. Shortage of skilled human resources, especially medical specialists.
- ii. High cost of referrals to local and international private health care facilities due to unavailability of specialised equipment, inadequate maintenance of available equipment and infrastructure, and shortage of specialized skills.
- iii. The underweight prevalence amongst under-five children in rural districts is underpinned by poverty due to household food insecurity as well as inappropriate distribution within households of supplementary feeding rations provided by Government.
- iv. High prevalence of non-communicable diseases among older persons.
- v. The COVID-19 pandemic consuming resources and attention, with a danger of neglecting other critical diseases such as HIV/AIDS.
- vi. Increase in overweight and obesity prevalence.
- vii. Limited primary care level services addressing NCDs.
- viii. Late presentation and diagnosis of NCD patients, leading to more expensive treatments and poor outcomes.
- ix. High TB mortality, especially among TB/HIV co-infected clients, resulting from inadequate case finding and testing using WHO-approved molecular tests due to persistent down time of Gene-Xpert machines.
- x. Escalated number and burden of mental health illnesses (with increased incidence of depression, anxiety disorders and suicide cases as well as high prevalence of Schizophrenia), especially during the COVID-19 pandemic.
- xi. Increased road traffic accidents, substance abuse, assault, injuries as well as communicable and non-communicable diseases and an increase in paediatric neurological conditions.
- xii. Inadequate rehabilitation personnel and rehabilitation experts such as psychiatrists, physiotherapists, rehabilitation nurses, audiologists, orthotics and prosthetics in the country.
- xiii. The national coverage of Vitamin A supplementation for under-fives declined from 89 percent in 2017 to 75.95 percent in 2021. The supply chain challenges which were attributed to the COVID-19 pandemic resulted in low immunization coverage due to a global shortage of some childhood vaccines.
- xiv. NCDs, particularly cardiovascular disease, cancers, diabetes and chronic respiratory disease, are rising at an unprecedented rate in Botswana. They account for 46 percent of deaths, the same proportion of deaths as communicable, maternal, perinatal and nutritional conditions combined. Program data show that over 1,400 cancers are diagnosed yearly, with the majority being diagnosed late when there is little chance of cure and treatment. Late diagnosis more expensive and toxic to patients.
- xv. According to the Botswana Demographic Survey (2017), the under-5 mortality rate increased from 28 per 1,000 live births in 2011

to 56 per 1,000 live births in 2017; the infant mortality rate increased from 17 per 1,000 live births in 2011 to 38 per 1,000 live births in 2017. Based on hospital clinical audits, the neonatal (0-28 days) deaths account for more than 60 percent of under-5 deaths. The major causes of neonatal deaths include gross prematurity, birth asphyxia, sepsis, lower respiratory infection, and congenital anomalies. Major causes of death in infants and young children are diarrhoea, malnutrition, pneumonia and sepsis.

STRATEGIES FOR THE TNDP

7.71 The following strategies are proposed to address the above challenges and to further enhance the attainment of performance indicators:

Social Development Strategies

Eradicate Absolute Poverty and Exclusion

7.72 It remains a priority of Government to eradicate absolute poverty and address inequality as espoused in Vision 2036 and international commitments in line with the SDGs. This will be attained by:

- i. Creating sustainable income generation opportunities through economic empowerment programmes. This will be facilitated by adopting appropriate business models focusing on enterprises that respond to the needs of communities and markets within the localities they will be operating.
- ii. Implementation of the NSP to strengthen identification processes

and expedite the profiling exercise to ensure no one is left behind. Profiling of the Multidimensional Poverty Index continues in some of the hardest hit districts following its successful conclusion in the Okavango District. As it continues to be rolled out to the rest of the country, it is expected that inclusion and exclusion errors will be eliminated and further that appropriate interventions are implemented to respond to the drivers of poverty. In between every five years, BMTHS which is the main data source of poverty estimates, will be compiled using poverty predictors from the Quarterly Multi-Topic Surveys (QMTS).

- iii. *Establishing organised markets for local product uptake*, Lack of or poor access to markets presents one of the biggest challenges faced by empowerment programme products. Collection centres for products which would then be transmitted to markets should be established. Product marketing and quality improvement will be intensified through collaboration and engagement with key stakeholders in the business sector.
- iv. *Refocusing empowerment programmes in line with resilient project types, value chains and managing the import bill*. Value chains around existing packages have been developed and will be considered for packaging, together with other high-impact enterprises in the areas of horticulture, food processing, and fodder/feed production.

- v. *Enhancing public awareness and partnerships with the private sector and neighbouring countries.* This represents an opportunity for other role players to partner with Government in the fight against poverty. Partnerships have been cultivated with the private sector and donor community in implementing projects that could contribute to poverty reduction through employment creation as well as support to farmers and the education sector.
- vi. *Efforts will also continue to improve the effectiveness and targeting of social safety nets.* This will be done in order to minimise exclusion (potential needy beneficiaries who are not included) and wastage (giving social benefits to those who are not needy).
- vii. Ultimately, poverty reduction will be best assured by robust economic growth that will create sufficient jobs and bring down the rate of unemployment, using the strategies outlined in the chapter on Sustainable Economic Development.

Enhance Heritage, Arts and Sports Development

Developing and Strengthening Botswana Culture and Heritage

7.73 Recognising and leveraging the value of Botswana's cultures and the creative industries is important. Cultural tourism has great potential to create employment, while the creative industries also present growth opportunities for the youth. This goals will be attained by, among others:

- i. Digitalisation of the creative and cultural industries (CCIs). This development will offer a platform for an online integration with Botswana's cultural goods and services.
- ii. Strengthening collaborations between the Ministry of Youth Gender Sport and Culture (MYSC) and the Ministry of Education and Skills Development as well as institutions of learning, by infusing culture into their curricula.
- iii. Implementation of the National Creative Industries Strategy, Industrial Property Act, Copyright and Neighbouring Rights Act, the Intellectual Property Policy and the draft Human Resource Development Plan for the creative industry.
- iv. Preserving culture by acquiring and preserving of national documentary heritage.
- v. Development of purpose-built facilities to improve access to arts and heritage activities.

Sport Development

7.74 Government recognises that leveraging sport can benefit the nation in various ways. The sport industry has emerged as a significant contributor to the economies of most countries through job creation and sport tourism. In order to harness this benefit as well, Government will:

- i. Develop and implement a national sport strategy to aid sport entrepreneurship.
- ii. Improve sport governance by reviewing legislation and capacity building for sport administrators and technical personnel.
- iii. Develop purpose-built facilities to improve access to sporting activities.
- iv. Promote sport tourism by hosting major sporting events and international competitions.
- v. Professionalise sport through reward and recognition of national team athletes.
- vi. Develop and enhance sport development structures such as centres of sport excellence, sport academies, and high performance centres.

Access to Quality Basic Needs and Services

7.75 The third priority will be improving access to quality basic needs and services such as education, housing, sanitation, water and health.

7.76 To enable effective policy formulation and implementation, the Education Information Management System (EMIS) will be prioritised to ensure quality educational data and facilitate decision-making to improve efficiency and effectiveness in providing equitable education. The sector's priorities will be anchored on the four ETSSP pillars: access, equity, quality relevance and accountability at all levels of education.

7.77 Digital transition offers many opportunities to use digital services and e-education to improve education delivery and efficiency. The connectivity being provided under the SmartBots project will be utilised to address capacity constraints in the education system as well as to improve the delivery of education services.

7.78 Special Education needs will be adequately resourced to ensure that vulnerable learners do not fall further behind. This includes providing sufficient funding to NGOs that are responsible for delivering a large portion of Special Needs Education.

7.79 Education curricula will be revised to address the shortfalls identified by employers and shift the emphasis from rote learning to learning by enquiry.

Ensure Food Security and Nutrition

Support Schemes for Household Food Security and Small-Scale Farmers

7.80 The Government will implement efficient cost-effective and sustainable support programmes designed to increase agricultural productivity and food security at both household and national levels. These will cover:

- i. **Gender in Agriculture Strategy:** The Government will implement this Strategy to achieve gender equity and equality for all farmers by providing equal access to productive resources.
- ii. **Food and Nutrition Security Strategy:** In support of the SADC Food and Nutrition Security Strategy, Government intends to domesticate and develop the National Food and

Nutrition Security Strategy. The aim is to ensure that the country's food system is nutrition-sensitive. This process will include conducting drought and household food security vulnerability assessments.

Health Strategies

Improving Access to Quality Health Care Services

7.81 The Government will continue to ensure that health care facilities deliver services consistent with the Essential Health Service Package (EHSP). In this regard, resources will be mobilized to offer services at all levels, focusing on promotive, preventative, curative and rehabilitative health care. Successful implementation of the EHSP will go a long way in improving access, reducing referrals, unnecessary delays and health inequalities, as well as promoting affordable health care services and their utilisation. To improve the quality of health care services, an effort will be made to incorporate control measures into private and public healthcare facilities in quality improvement initiatives as well as into measures to ensure compliance. To this end, and as per the National Health Policy, priority will be given to the following areas:

- i. Development of regulatory policies, standards and guidelines for monitoring and evaluating the performance of the health sector.
- ii. Periodic auditing of health care facilities to ensure adherence to norms and service standards; and,
- iii. Licensing of all health care facilities and establishments.

7.82 Focus will be on strengthening health workforce planning, production, management and deployment to attract and retain the required staffing levels. Partnerships with relevant stakeholders will be enhanced to ensure that supply and demand issues in human resources for health are adequately addressed. This will enable the implementation of the EHSP. Other areas to be considered include:

- i. A review of the Botswana Human Resource Strategic Plan for Health (2008-2016);
- ii. Developing and implementing Workload Indicators of Staffing Norms (WISN);
- iii. Implementing the Integrated Human Resources Information System (IHRIS);
- iv. Strengthening specialised services by recruiting and training more specialists as well as in-sourcing specialists in public health facilities; and,
- v. Reviewing conditions of service for health workers.

7.83 To promote universal access to health, the Botswana National Supply Chain Strategy (2014-2019) will be reviewed and implemented to strengthen the national supply chain system as well as to support all associated interlinking processes to achieve consistent availability of healthcare commodities. In all, the availability of safe, efficacious, quality and affordable medicines is central to universal health coverage.

Strengthening of Prevention Interventions

7.84 Botswana has recognised primary healthcare as a cornerstone to attaining Universal Health Coverage (UHC) and achieving SDG targets. To this end, a commitment has been made to strategically create a balance in healthcare service delivery that is sustainable, community-oriented and responsive, preventative, curative, rehabilitative and palliative care to attain one's maximum functional and economic participation.

7.85 The response to both HIV and NCDs will be multi-pronged in that the TNDP will focus on addressing the multiplicity of known risk factors which predispose people to these pandemics. The response to HIV and AIDS will address the pandemic's key risk factor of unsafe sexual practices. To specifically deal with this key risk factor, there will be a particular focus and emphasis on behavioural change, service provision to priority populations (key and vulnerable populations) and specific geographic locations, comprehensive condom programming, HIV testing and treatment, access to pre-exposure prophylaxis and voluntary male medical circumcision. Further special focus will be given to human rights programming so as to remove legal and structural barriers to HIV services.

Improvement of Health Regulatory System

7.86 Government will streamline regulatory processes and improve regulation by making legal provisions to demarcate health care regulation and implementation. Currently, health

regulation is fragmented: the Ministry of Health regulates environmental health, food safety, health care facilities and research. This leads to a conflict of interest. Other regulatory bodies, such as the Botswana Health Professions Council, are semi-autonomous even though they function largely under the ambit of the Ministry. There is need to review the Public Health Act of 2013 with a view to aligning it with the Botswana Public Health Institute Bill, which is envisaged to address surveillance of diseases and public health emergency responses.

Strengthening of Rehabilitation Services

7.87 Rehabilitation services are highly needed to combat the ever-increasing trends in the chronicity of disease (specifically non-communicable diseases) injuries, ageing populations, as well as impairments and developmental delays in children. Therefore, the provision of rehabilitation services will go a long way in reducing what could turn up to be permanent disabilities and lifetime dependence for certain individuals. The provision of rehabilitation services is also aligned to the (WHO) endorsed initiative, Rehabilitation 2030: A Call for Action programme, which requires Member States to prioritize rehabilitation within their health care systems.

7.88 To equally deal effectively with the increase in NCDs, particular attention will be paid to addressing the risk factors that predispose individuals to them, such as tobacco use, excessive alcohol consumption, physical inactivity and unhealthy eating habits. Other targeted interventions will include

reducing the risk factors through raising awareness about NCDs and promoting a healthy lifestyle; treating and mitigating the impact of NCDs through health system orientation and early detection of diseases; strengthening partnerships for NCD response as well as performing monitoring, surveillance and research to understand the burden of diseases and identify appropriate interventions.

CONCLUSION

7.89 To realise the implementation of the proposed strategies, the national

principles (democracy, development, self-reliance, unity and *botho* – humanness) should be at the forefront in this endeavour. Effort to attain both national targets and those of SDGs will be geared towards reducing dependency on Government through programme graduation strategies. Moreover, mindset change, as part of the Reset Agenda, will be pursued by all (programme beneficiaries, implementers, healthcare system users and entrepreneurs). It is also essential to indicate that the proposed strategies will infuse spatial planning for effective and efficient implementation.

CHAPTER 8

SUSTAINABLE ENVIRONMENT

INTRODUCTION

8.1 Sustainable management and utilization of natural and cultural resources provides a basis for transformation of the economy and upliftment of livelihoods. This transformation will be achieved through the implementation of approved legislation, policies, strategies, programmes and projects. In order to realize maximum impact during the TNDP, participation of other key sectors of the economy should be enhanced. These include, but are not limited to, the private sector, civil society, academia, informal sector, communities and youth.

8.2 Achieving environmental and economic sustainability requires preservation of ecosystems while guaranteeing a high quality of life for Botswana - which implies that the needs of both the environment and human society should be met in a sustainable manner. It further means that the three pillars of the SDGs, which are all necessary for achieving and maintaining complete sustainability, must remain solid. The three pillars are:

- i. **Environmental Sustainability:** conserving ecosystems, air quality, integrity and sustainability of resources to provide a clean and healthy environment.
- ii. **Economic Sustainability:** providing a satisfactory level of

economic well-being today while not compromising the ability of future generations to enjoy the same benefits.

- iii. **Social Sustainability:** providing access to basic resources to ensure a high level of social fulfilment, including the end to poverty and hunger, better standards of education and healthcare, as well as improved sanitation and water quality.

8.3 Environmental sustainability is key to this matrix because social and economic sustainability are ultimately dependent upon a clean and healthy environment.

A Healthy Environment for a Healthy Nation

8.4 This priority area focuses on maintaining a clean and safe environment through ensuring clean air, clean water, improved sanitation and efficient management of solid waste and chemicals. The country endeavours to deal with environmental risks that could have an impact on the prevalence of environmental diseases. Such risks include water pollution, disease vectors, indoor and outdoor air pollution, poor sanitation and waste management.

8.5 The Sustainable Environment chapter of the TNDP focuses on the priority areas outlined below.

Sustainable Management of Natural and Cultural Resources

8.6 This area entails conservation of natural assets and the balance of needs of current and future generations for the maintenance of life on land resources. Currently, the demand for natural resources as inputs for developmental initiatives is stretching ecosystems beyond their regenerative abilities. The realization of beneficial use of natural and cultural resources must be preceded by value addition that transforms these resources to yield tangible public benefits. Consequently, Botswana should continue using natural resources in a way and at a rate that maintain and enhance the resilience of ecosystems.

Climate Change Mitigation and Adaptation

8.7 Botswana is a semi-arid country and is vulnerable to climate change. This is evidenced by higher temperatures, unreliable rainfall, drought, and desertification. These factors have adverse effects on agriculture, water resources, transport, energy and health. Mitigation and adaptation strategies should, therefore, be employed to manage the risks and uncertainties posed by climate change. As a member of the global community, Botswana has made commitments to implement mitigation measures that will contribute to global effort to reduce the emissions of greenhouses gases (GHGs) that are the cause of global warming and climate change. It is

important that these commitments are adhered to.

Integrated Development for Sustainable Human Settlements

8.8 The current high demand for land resources as input for development could outstretch the ecosystem beyond its regenerative abilities if not addressed. Government has, therefore, introduced plans such as the NSP, regional plans, and land use plans to guide and coordinate developments, for efficient planning of settlements, infrastructure and investment.

REVIEW OF PERFORMANCE DURING NDP 11

8.9 During NDP 11, a number of policy reforms and legislation geared towards achieving a sustainable environment were put in place in the areas of waste management, water and sanitation, land management, climate change, natural and cultural resources, and renewable energy. Generally, performance in NDP 11 was satisfactory despite challenges the country faced with the COVID 19 pandemic and persistent droughts.

8.10 The review of the performance under sustainable environment focuses on the four priority areas as outlined below.

A Healthy Environment for a Healthy Nation

Achievements

- i. The level of quality of the air we breathe continued to be good as it

improved from 85 percent in 2016/17 to 100 percent in 2021/22.

- ii. At 83 percent between 2016/17 and 2020/21, the proportion of bodies of water with good ambient water quality has remained fairly stable and of good quality.
- iii. Turnaround times for reviewing of the Environmental Impact Assessment (EIA) reports have now been reduced from 60 to 14 days, hence improving ease of doing business.

Outputs

- i. The Botswana sanitation roadmap was developed in 2019 to improve public health through universal access to sanitation services, prevent both water-resources pollution and water-borne diseases as well as protect the environment. A national sanitation strategy is under development and is expected to be completed in November 2022.
- ii. Studies on demarcation of water catchment management areas and water pricing were completed during 2021/22 financial year with the aim of defining approaches to be adopted in improving management of water catchment areas and possible financing mechanisms.
- iii. Through Statutory Instrument No. 198 of 2018 on Food Control (Food Safety Alerts and Recall Procedures) Regulations 2018, the Government has efficiently carried out food recall through an efficient, rapid identification as well as removal of hazardous food from the distribution chain and by informing consumers where necessary.

- iv. To date, 24 air quality monitoring stations have been established across the country to assist Botswana to measure the status of the quality of the air they breathe. The information generated enables policy and other decision-makers to better regulate air-polluting industries and thus protect citizens from polluted air.
- v. The amendment of the Environmental Assessment Act of 2020 facilitates the ease of doing business by reducing the number of projects subjected to the EIA, without compromising environmental integrity as well as by reducing the turnaround time of reviewing EIA project documents. This will result in reduced cost of undertaking EIA for Botswana. In addition, Government is in the process of developing a national strategic environmental assessment tool to facilitate development and landscape level environmental management.
- vi. The Integrated Waste Management Policy was developed in 2021. The Policy is geared towards creating a platform for integrated sustainable waste management through adequate planning and resourcing, improving waste regulation and governance as well as increased shared responsibility among stakeholders for the protection of public health and the environment. Converting waste into resourceful products will empower the business community through job creation, poverty alleviation and conservation of biodiversity. This will further augment the Community-based

Natural Resources Management (CBNRM) Policy where such opportunities will, in turn, be extended to rural communities for local economic development.

Challenges

- i. *Inadequate infrastructure:* The percentage of the population with access to improved sanitation declined from 85 percent in 2016/17 to 77 percent in 2021/22. The decline is a result of unavailability of infrastructure in most parts of the country. This scenario, therefore, signals the need to pay attention to the provision of requisite infrastructure in the country.
- ii. *Inadequate and deteriorating waste management infrastructure:* The percentage of the population with access to regular solid waste collection services declined from 69 percent in 2016/17 to 48 percent in 2021/22 due in part to inadequate and deteriorating waste management infrastructure. Given the absence of convenient facilities for residents to dispose of solid waste in, one of the consequences is the rapid proliferation of illegal dumping, particularly around Gaborone.
- iii. *Limited infrastructure for valorisation of solid waste:* The proportion of solid waste recovered remained constant at around 2 percent against a target of 15 percent in 2021/22. The latter indicates a need to accelerate the development of a circular economy strategy.

- iv. *Inadequate data:* the sector does not have adequate data to facilitate informed decision-making.

Sustainable Management of Natural and Cultural Resources

Achievements

- i. The area of land that has been rehabilitated increased steadily from 16,486 hectares in 2016/17 to 17,725 hectares in 2021/22, indicating a reduction in land that has been degraded.
- ii. Abundance of selected wildlife species with the population of elephants as proxy indicators has increased from 127,249 in 2016/17 to 134,582 in 2021/22, demonstrating a growth in Botswana's wildlife species.
- iii. The number of species on the International Union for Conservation and Nature (IUCN) Red List of Threatened Species remained constant at 37 between 2017/18 and 2021/22.

Outputs

- i. Consistent with the Reset Agenda, the use of natural resources in the development of a value chain by communities was encouraged. Examples are the use of *morula* for oil, fruit juice and snacks; *mongongo* for oil; *phane* for snack, food and fodder; *sengaparile* for medicine; *mowana* for snack and powder; and *morama* for oil.
- ii. During NDP 11, Government made a deliberate decision to support start-up ventures for Batswana who

showed interest and met the requisite criteria for keeping game in ploughing fields (*masimo*). Those who qualified were assisted with various species of game such as impala, gemsbok, eland and zebra.

- iii. Implementation of Prosopis (*Sexanana*) Management Strategy continues to contribute to the eradication of invasive species through beneficiation/value chain development by communities. One example is the use of prosopis in Kgalagadi for the production of charcoal and fodder by members of the BORAVAST community: Bokspits, Rappelspan, Vaalhoek, and Struizendam.
- iv. Review of the Moremi Game Reserve and Chobe National Park Management Plans to improve protected areas and expand opportunities for tourism sector. Park entry and fee structures for national parks and game reserves have been reviewed to make them competitive internationally. There is also internet access in all protected areas, removing the need to manually collect gate entry revenues.
- v. After extensive stakeholder consultation and following a five-year moratorium, hunting was re-instated in 2019. This allowed communities to generate considerable revenues amounting to P50 million over two years (2021/2022) for their development projects.
- vi. The National Elephant Management Plan was reviewed during NDP 11. This Plan provides a framework for

managing human-elephant conflict while harnessing benefits from this important resource. The review of the Human Wildlife Conflict Compensation Guidelines was also completed.

- vii. The National Anti-Poaching Strategy and the Rhino Conservation and Management Strategy were completed and it is anticipated that their implementation will bring rhino poaching under control.
- viii. The Forest and Range Resources Bill was finalised and, once enacted into law, is expected to contribute to improved livelihoods through increasing opportunities for Batswana in the sustainable use of range resources. Management plans were developed for Chobe, Kasane and Kasane Extension Forest Reserves.
- ix. Fire Management Risk Reduction Plans for Kgalagadi, Ghanzi, Ngamiland, Chobe and Central Districts (Boteti and Mahalapye Sub districts) were developed during NDP11. Fire-fighting vehicles and equipment were procured to assist with wildland fire management. The National Action Programme to Combat Desertification has been developed and was officially launched on 17th June 2022.
- x. The Access to Natural Resources and Benefit Sharing Bill has been completed and, once enacted into law, will ensure that traditional knowledge and genetic resources are utilized to create industries and products that can be traded internationally, and in the process,

create sustainable jobs. The State of Environment Report was finalised in line with desire to build a knowledge-based economy. The Environmental Impact Assessment Act was also amended in order to streamline processes, facilitate developments and enable the incorporation of climate-related impacts into EIAs.

- xi. Development and launch of guidelines for keeping game in ploughing fields (*masimo*) was done and to date, about 67 farmers were assisted with 377 wild animals of various species such as impala, gemsbok, eland and zebra.
- xii. The levy on plastic bags has been introduced to provide a deterrent to litter and pollution, as well as to encourage the use of reusable shopping bags instead of throw-away plastic bags. The money collected from the sale of plastic bags goes into the National Environmental Fund and is used in the effort to take better care of the country's environment by managing waste better, reducing litter and pollution, as well as managing other environmental concerns.

Challenges

- i. Human-wildlife conflict continues to be a challenge to livelihoods and food security in rural communities.
- ii. The country has seen an increase in the number of rhino poaching incidences from 51 in 2018 to 220 in 2021. This threatens the extinction of the species.

- iii. There are still frequent outbreaks of wild land fires, which result in decline in forest and woodland cover.
- iv. The outbreak of diseases such as foot and mouth disease, cattle lung disease, bovine malignant catarrhal fever, maize lethal necrosis and avian influenza as well as the incidence of pests like locusts and fall armyworm has significant environmental impacts.
- v. Spreading of alien invasive species in some parts of the country. Once an alien plant has invaded a habitat, it changes the conditions of that environment, resulting in reduction in pasture land.
- vi. There remain challenges in convincing some international bodies regarding the rationale and merits of the national policy regarding hunting. This resistance has a potential negative impact on the tourism sector.

Climate Change Mitigation and Adaptation

Achievements

- i. The number of people recorded as being affected by climate-related disasters has decreased steadily from 5,300 in 2017/18 to 4,600 in 2019/20.
- ii. Emissions of greenhouse gases (GHGs) are estimated to have fallen from 30,900Gg in 2017/18 to 24,700Gg in 2019/20, showing an improvement in the level of emissions.

Outputs

- i. The Climate Change Policy was approved by Parliament in April 2021. This Policy is expected to assist in mainstreaming climate change and sustainability into development planning.
- ii. The Climate Change Strategy and Action Plan has been developed to operationalize the aforementioned Policy. Such development will enable the country to address challenges posed by climate change within the broader context of sustainable development.
- iii. Botswana's NDC submitted to the UN Framework Convention on Climate Change (UNFCCC) is being updated. The NDC details the country's intentions regarding reduction in GHG emissions up to 2030. The updated NDC will be accompanied by an associated monitoring, recording and verification (MRV) system, to provide evidence of achievement of these commitments.
- iv. In 2020, Government launched the Rooftop Solar Programme to create an environment in which, electricity end-users can generate their own electricity and sell the excess to the Botswana Power Corporation. The Programme has so far received positive response in terms of applications, some of which have already been processed and the root-top units installed and commissioned.
- v. A National Drought Management Plan has been developed to mitigate Botswana's vulnerability to drought - which has been exacerbated by climate change. This Plan will assist the country to reduce the negative effects of drought on food security, nutrition, human health and the national economy.
- vi. A National Water Conservation and Demand Management Strategy (2022) has been developed. The Strategy, which is meant to curb water challenges in the country, will build a water-wise and secure climate resilient Botswana. The Strategy recommends the development of water and sanitation infrastructure, legal and institutional reforms capacity building, and an integrated water resource management (IWRM) approach.
- vii. The country's Integrated Resource Plan (IRP) for electricity generation over the next two decades entails a major shift towards renewable energy (from solar and wind power) and less reliance on energy generated from fossil fuels.

Challenges

- i. An increase in the frequency and severity of droughts exacerbates poverty levels, especially amongst rain-fed, small-scale farmers. This situation has increased the number of dependents on the Government's social grant programmes which are aimed at eradicating poverty.

- ii. Botswana no longer experiences “soft” rains that allow for conditioned soil moisture but rather, heavy rains that wash away top soil and seeds and result in low yields and flooding. Such trends also have the effect of exerting undue pressure on disaster risk management and mitigation practices as more resources are required for coping strategies.
- iii. The country is still reliant on fossil fuels as the main source of energy. While there are other options such as solar and wind-generated energy, this still poses negative environmental impacts.

Integrated Development for Human Settlements

Achievements

- i. Government developed the National Spatial Plan (2036) as a mainstay reference in guiding spatial growth and development (social and economic) in Botswana. To that effect, eleven (11) spatial planning regions (Gaborone, Kang, Tsabong, Gantsi, Gumare, Maun, Kasane, Letlhakane, Serowe/Palapye/Mahalapye, Francistown, Selebi Phikwe) have been identified for purposes of improving service provision.
- ii. Production of topographic mapping (medium to small scale) covering the whole country is complete while the mapping revision cycle at a national scale is on-going.

Outputs

- i. Re-engineered land delivery processes through standardization

of processes and amendment of the Tribal Land Act and Deeds Registry Act aimed at ensuring synergy and efficiency in land use and administration.

- ii. Preparation of development plans has been completed for the following areas: Molepolole, Kanye, Tlokweng, Sentshane-Crocodile Pools Structure Plan in the South-East District, the Kasane-Kazungula Redevelopment Plan, and Selebi Phikwe, Francistown, and Lobatse revitalization plans. The plans have been gazetted for implementation purposes and are being used as development guiding tools. Goodhope Sub District Rural Cluster Plan, and the Serule, Sefhare, Segoditshane, Lentsweletau/Kopong and Kang structure plans have been approved and are awaiting completion of the strategic environmental assessment.
- iii. In accordance with the Botswana Land Policy of 2015, all districts except Kweneng and Southern have been declared as planning areas.
- iv. National Reference Framework: Continuously Operating Reference Stations (CORS) have been constructed within Government institutions across the country. Further, surveying of beacons in the western and central parts of Botswana was done to enable provision of transformation parameters.
- v. Reaffirmation of boundaries and maintenance of fences: Work on the Botswana/Namibia boundary has been completed, and a treaty was signed in February 2018 by the

Heads of State. With regard to the Botswana/Zimbabwe boundary, the land-based boundary has been reaffirmed and demarcated, while work is in progress on the riverine boundary. Additional work on the Botswana/South Africa and Botswana/Zambia boundaries is still at consultation level. The Tribal Land Act and Deeds Registry Act were amended. The amendments were aimed at ensuring synergy and efficiency in land use and administration. The amended Deeds Registry Act enables the registration of tribal land at the Deeds Registry and subsequent issuance of secure land titles (SLTs).

- vi. The re-enacted Tribal Land Act of 2018 introduced a market-value compensation model, thus doing away with compensation guidelines prescribed in its earlier version.
- vii. The development of the Land Information System was completed in December 2020 and the System itself has been operationalized by converting land delivery processes into digital information. Unique numbering of land parcels and location addressing have been developed. The new system was piloted in Gaborone Block 7 and 8 as well as in Tshane and Hukuntsi.
- viii. Regarding land registration, activities that facilitate the process include surveying of plots. A total of 473,362 plots have been adjudicated against a target of 831,806 (56.9 percent). Adjudication of land rights and printing of SLTs is ongoing.

Challenges

- i. The increased concentration of people in and around peri-urban and urban centres has placed tremendous pressure on basic services such as safe and affordable housing, water and sanitation services in these areas.
- ii. There is a rapid increase in demand for land over the years, resulting in a long list of applicants awaiting land allocation for various uses. This development outpaced the available supply and poses land degradation risks.
- iii. The expansion of settlements encroaches into wildlife territories leading to an increase in wildlife movement into human settlements. This has resulted in an increase in human-wildlife conflict.
- iv. Prolonged land allocation processes (land acquisition, planning, assessment and surveying) continue to deter efforts towards expediting land allocation. This challenge is exacerbated by the unwillingness of owners to hand over the land to land authorities due to the unattractive compensation rates offered by Government.

STRATEGIES FOR THE TNDP

8.11 The Sustainable Environment Thematic Area has four priorities which, through national strategies, will deliver two national priorities, being "Green Transition" and "Business Environment Reform and Value Chain Development". In turn, these will drive sustainable and optimal use of natural resources, leading to a sustainable environment.

8.12 The four strategies at thematic level which will address environmental challenges are *Circular Economy, Bio Economy, Green Growth and Climate Change, and Sustainable Land Management*. These strategies, which are discussed below, will be guided by the NSP.

Circular Economy

8.13 In aligning with the fourth priority of the Reset Agenda, which advocates for value chain development for economic advantage, the circular economy strategy will provide a platform for entrepreneurial opportunities for individuals and communities. The strategy has potential benefits, which include: job creation, revenue generation, resource efficiency, extended life span of waste management facilities such as landfills, wastewater treatment plants and pollution prevention.

8.14 The Integrated Waste Management Policy of 2021 provides a basis for the adoption of a circular economy where the principles of reduce, reuse and recycle are applied. The Policy will lead to sustainable production and consumption practices which, in turn, will contribute to the reduction of the amount of solid waste going into landfills by 50 percent by 2030, and for waste water reuse, increasing to 96 percent by 2036.

Bio Economy

8.15 This strategy aims at the utilization of renewable biological resources such as crops, forests and animals to produce food, health materials and products, textiles and

energy. It will further reduce the export of biological resources to produce value added products to boost the economy as well as create employment.

8.16 Through the strategy, integrated and inclusive resilient measures will be adopted to ensure social and economic recovery from COVID-19 pandemic. The Government will also strengthen the natural capital accounting (NCA) framework to ensure that environmental impacts (such as biodiversity, pollution and climate impacts as well as consumption of natural resources) are adequately reflected in statistical reporting.

8.17 Legislation, policies, and strategies approved during the NDP 11 to enhance the contribution of the natural capital to sustainable economic development will be implemented. Effective and adaptive measures for the conservation and management of forestry and wildlife resources, more especially illegal off-take and human-wildlife conflict, will also be implemented.

Green Growth and Climate Change

8.18 This strategy sets to achieve both economic and environmental growth including mitigation and adaptation to climate change, thus creating a climate change-resilient society. It will further enhance the MRV framework and facilitate transition to a greener economy through reforms in the power sector.

8.19 Climate change resilience is about successfully coping with and managing the impacts of climate change while preventing such impacts

from getting worse. A climate-resilient society would be low-carbon and equipped to deal with the realities of a warmer world. Adaptation is achieved through formulation of strategies, programmes and regulatory frameworks that will create an enabling environment for wide stakeholder participation.

8.20 The Climate Change Policy, Strategy and Action Plan will enable the country to address the challenges posed by climate change within the broader context of sustainable development.

Sustainable Land Management Strategy

8.21 The proposed Strategy is aimed at transforming the land sector, with particular emphasis on improving land use planning and land delivery processes in order to ensure speedy and efficient allocation of land. The Strategy will provide guidance on how the management of land will contribute to the achievement of national priorities such as food and water security while ensuring long-term sustainability and securing livelihoods.

8.22 There is a need for Government to develop a strategy for sustainable

land management, with a view to ensuring effective utilization, management and administration, as well as equitable distribution of land.

8.23 The TNDP's strategic intent will focus on initiatives such as the automation of the land delivery process (provision of services online); digitization of land records; registration of land titles; and issuance of SLTs in line with the national and global aspirations of promoting digitization.

CONCLUSION

8.24 The implementation of the strategies identified under the Sustainable Environment thematic area will be pursued during the TNDP period in order to contribute to the Vision 2036 objective of sustainable and optimal use of natural resources, whilst simultaneously tackling climate and environmental challenges. Preserving and restoring ecosystems and biodiversity remains critical since those systems provide essential services which contribute to improvement in the wellbeing of people. Therefore, the exploitation of natural resource value chains will be pursued in order to create job opportunities and generate incomes for the benefit of local communities.

CHAPTER 9

GOVERNANCE, PEACE AND SECURITY

INTRODUCTION

9.1 The Governance, Peace, and Security pillar promotes a thriving electoral democracy based on a plurality of political views. It protects diverse points of view and is underpinned by accountable and transparent leadership in all sectors of the economy. Such leadership robustly prevents corruption, and promotes and protects human rights through an independent, fair and equitable justice system. Botswana's security forces exist to protect lives, property, and national security. By exhibiting professionalism at home and abroad, they enhance Botswana's capacity to express her 'soft-power' and export democratic and human rights values.

Key Result Areas

9.2 Key result areas under the Governance, Peace, and Security pillar are:

- i. Accountable, Transparent and Effective Governance; and
- ii. Peaceful and Secure Nation.

Key Deliverables

9.3 Key deliverables of the Governance, Peace and Security pillar are:

- i. Participatory Democracy;
- ii. The Rule of Law;

- iii. Transparency and Accountability.
- iv. Public Safety and Protection; and,
- v. Territorial Integrity and Sovereignty.

REVIEW OF PERFORMANCE DURING NDP 11

Achievements under Participatory Democracy

9.4 Participatory democracy refers to consistent involvement of citizens in the development or improvement of laws, policies, and strategies, to fulfil commitments of Government to the public. In 2019, the Ibrahim Index of African Governance (IIAG), ranked Botswana 2nd out of 54 countries with a score of 73.7 percent in Overall Governance. In the 2020 IIAG, Botswana's performance declined, as she ranked 5th out of 54 countries, with a score of 66.9 percent. In the Participation, Human Rights, and Inclusion indicator, Botswana scored 67.5 percent, ranking 6th out of 54 countries.

9.5 Notable progress during NDP 11 period include successfully holding general elections, appointing a Constitutional Review Commission, and a Delimitation Commission. Additionally, a Decentralisation Policy was drafted, while Parliament launched its virtual meetings.

Constitutional Review

9.6 During NDP 11, Botswana formally began the process of reviewing the constitution of 1966, as amended from time to time, and public consultations on the Constitutional Review were concluded in September 2022.

Electoral System and Political Representation

9.7 Botswana, one of Africa's most stable, long-established democracies, has consistently held regular, free and fair elections since 1965. In the 2019 General Election, the total population eligible to vote was 1,592,350. A total of 925,478 citizens registered to vote, translating to 58 percent of the population eligible to vote. Some 55 percent of these were women and 45 percent were men. A voter turnout of 778,343 or 84 percent of registered voters was realised, representing 49 percent turnout of the population eligible to vote. To improve voter turnout, a study to establish possible causes of voter apathy was conducted, and stakeholder outreach programmes targeting specific sectors of the electorate - women, youth and people with disabilities - were undertaken.

Delimitation Commission

9.8 Following the National Housing and Population Census of 2021, a Delimitation Commission was appointed to undertake public consultations for redrawing constituency boundaries. It has since commenced work.

National Assembly

9.9 To enhance democratic participation, Parliament introduced digital broadcasting of proceedings and the Botswana Speaks Programme. The National Assembly also commenced convening virtually through live broadcasting in 2021/22. These initiatives will strengthen openness, responsiveness, and accountability of Parliament. To promote community participation in monitoring and evaluation of service delivery, Parliament conducted community scorecards in some sectors and public programmes.

Public Sector Reforms

9.10 Significant reform measures undertaken to improve the efficiency of the public service include the rationalisation of ministries and state-owned enterprises, drafting a policy on productivity and competitiveness, agreeing on a collective labour agreement, and establishing an assessment and development centre. To promote and sustain meritocracy in public service recruitment, the Public Service Assessment and Development Centre commenced operations in 2020.

9.11 Improving Botswana's productivity and competitiveness is a major prerequisite to turn Botswana into a high-income country by 2036. However, Botswana consistently ranks poorly in the World Economic Forum's Global Competitiveness Reports which measure competitiveness and productivity. In 2021, the World Economic Forum (WEF), ranked Botswana 61 out of 64 middle and high-income nations, and 91st out of 141

economies under consideration. To improve labour relations, a collective labour agreement (CLA) was reached in 2019 between the Directorate of Public Service Management (DPSM) representing the Botswana Government as employer, and public service trade unions.

Decentralisation

9.12 Decentralisation promotes participation of communities, individuals, and organisations in public affairs. To attain Vision 2036 objectives of promoting participatory development and community driven development, Government developed a draft National Decentralisation Policy. During the 2022/23 financial year, Government, with the assistance of UNDP, developed the Decentralisation Implementation Strategy which comprises political/administrative, and fiscal decentralisation dimensions. The Draft Fiscal Decentralisation Strategy is complete and awaiting approval. To further enhance the benefits of decentralisation mentioned above, Government approved the upgrading of 11 sub-districts to full districts during NDP 11. These are the Good Hope, Molepolole, Mogoditshane, Letlhakeng, Mahalapye, Tutume, Boteti, Maun, Okavango, Tsabong, and Hukuntsi sub-districts. These will form part of the local authorities located under the Ministry of Local Government and Rural Development.

Achievements under the Rule of Law

9.13 Botswana's justice system provides a just, law-abiding nation with accessible justice. Priorities under this area include provision of judicial and

legal services; civil and criminal justice; promotion and protection of human rights; alternative dispute resolution; and law reform. For the Safety and Rule of Law indicator, in 2017, the IIAG ranked Botswana 2nd out of 54 countries with a score of 79.6 percent. In 2020, Botswana ranked 3rd out of 54 nations with a score of 72.8 percent, indicating a decline in Botswana's rankings. The Land Tribunal has been placed under the Ministry of Justice for effective coordination and consolidation of justice. This is also meant to promote separation of powers and improve service delivery.

Judicial Reforms

9.14 To enhance service delivery and improve public confidence in the justice system, capacity-building programmes were undertaken. These include training judges in anti-human trafficking, and court reporters and law enforcement officials in anti-money laundering. For effective coordination and consolidation of the justice sector, legislation is being developed to place the Industrial Court under the Administration of Justice. During NDP 11, Parliament enacted Acts to improve the justice system. These include the Constitution (Amendment) Act, 2021, amendment of the Magistrate Court Act, and the Penal Code and the Sex Offenders Registry Act. Enactment of these laws will enhance institutional capacity and protection of human rights. To combat gender-based violence (GBV) as a national priority, the justice sector introduced specialised GBV courts at Chief Magistrate stations.

9.15 To improve access to services, High Court Rules were revised for simplification, while tariffs were

reviewed for affordability. Access to justice was further enhanced by establishing a new High Court division in Maun. Improvements in turnaround times of cases were made through the introduction of court-annexed mediation, and judicial case management. To expedite legal services and minimise litigation across Government, the Attorney General established legal units in Ministries and some independent Agencies. Jurisdiction of customary courts in civil matters was extended for citizens who cannot afford legal representation by building 24 customary court offices in 10 districts, and the completion of maintenance works at some *Kgotla* offices. Land Tribunal regulations (incorporating the rules) have been drafted and are awaiting finalisation. When complete, this reform process will enhance access to the Tribunal. Additionally, a new Legal Aid Centre was established in Palapye. To improve the accountability of lawyers, and the self-regulating Law Society of Botswana, the Legal Practitioners Act was amended.

9.16 In line with the Reset Agenda objective of adopting new methods to accelerate service delivery, the justice sector embarked on digitalising its processes. Projects include real-time court reporting that will produce verbatim transcripts of proceedings and eliminate transcription of notes. Additionally, courts will utilise digital platforms to facilitate hearings and filings - which will also reduce costs. Mobile courts, specialised courts, alternative dispute resolution and judicial case management were introduced to eradicate case backlogs.

Anti-Money Laundering

9.17 Through her membership in the Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG), Botswana is an affiliate of the Financial Action Task Force (FATF). In October 2018, the country made a high-level political commitment to the FATF to strengthen the effectiveness of its Anti-Money Laundering/Counter-Financing of Terrorism/Counter Proliferation Financing (AML/CFT/CPF) regime and address related technical deficiencies. Botswana continues to strengthen its frameworks for AML/CFT/CPF. Accordingly, Parliament amended the Proceeds and Instruments of Crime Act, the Trust Property Control Act, the Extradition Act, and the Mutual Legal Assistance in Criminal Matters Act. Parliament also passed the Criminal Procedure and Evidence (Controlled Investigations) Bill. Consequently, Government strengthened regulation of non-profit organisations by amending the Societies Act to provide for risk-based supervision and monitoring.

9.18 To comply with FATF anti-money laundering/counter terrorism financing requirements and standards, Government continued to make periodic review of legislation.

Promoting the Human Rights Agenda

9.19 During NDP 11, Parliament amended the Ombudsman Act of 1995 to confer a human rights mandate on the Office of the Ombudsman. As a result, the Ombudsman was reconstituted as a national human rights institution in accordance with the United Nations High Commission for

Human Rights and the African Commission recommendations.

Improving Labour Relations

9.20 To promote harmonious labour relations during NDP 11, focus was placed on reviewing existing labour laws and policies and setting up structures for sound labour relations. Some areas of reform include labour and occupational health inspections, trade disputes resolution and industrial relations.

Achievements under Transparency and Accountability

9.21 Transparency, accountability, responsiveness, efficiency, and effectiveness in public service delivery undergird good governance, which is a necessary condition for economic development.

9.22 In February 2019, Botswana became the 38th African country to accede to the African Peer Review Mechanism (APRM). In so doing, the country opened up to peer-to-peer assessment on a number of governance indicators, including democracy and political governance, economic governance and management, corporate governance, and socio-economic development. Botswana's civil society has already leveraged assistance from the South African Institute of International Affairs (SAIIA) to make a submission under the APRM on 12 key governance issues.

9.23 In 2013, Botswana hosted the Commonwealth Africa Anti-Corruption Centre (CAACC). The Centre supports member states in developing measures to combat corruption, improve

governance and promote accountability and integrity. To improve access to services, the Directorate on Corruption and Economic Crime (DCEC) continues to open service centres, including satellite offices. Governments' infrastructural development projects to enhance service delivery embarked upon include the construction of DCEC staff houses and upgrading of vehicle fleet. Key projects delivered during NDP 11 include the DCEC Structural Review, multi-media studio and the National Public Opinion Survey. To strengthen anti-corruption measures, government developed and refined legal and policy instruments, including the Proceeds and Instruments of Crime Act (PICA), Declaration of Assets and Liabilities Act, and Whistle Blowing Act.

9.24 A Draft National Anti-Corruption Policy is undergoing review prior to tabling in Parliament.

9.25 To achieve service excellence, Government embraced the International Standard Organisations' ISO 90001:2015 standards. The DCEC acquired the Quality Management System Certification in October 2021 through Botswana Bureau of Standards. To strengthen public sector efficiency, effectiveness, and accountability, the DCEC introduced results-based monitoring and evaluation (M&E) system in collaboration with the UNDP.

Performance and Accountability of State-owned Enterprises

9.26 There is an important role to be played by State Owned Enterprises (SOEs) given the economic and social transition taking place in Botswana, and capacity gaps in the private sector.

However, prudent management of resources by SOEs is essential. Many SOEs incur losses, and some operate in areas that can now be served by the private sector.

9.27 To improve performance of SOEs, Government developed a Governance Code for State-owned Enterprises. The Code seeks to improve SOE's corporate governance, performance, transparency, and accountability. Its Implementation Action Plan will optimize the resource use and performance monitoring of SOEs. To improve accountability of SOEs, and other public interest entities within the remit of the Financial Reporting Act of 2010, the Financial Reporting Regulations of 2021 that became operational in April 2022 will strengthen oversight of SOEs. Furthermore, some SOEs have been rationalised to reduce overlaps and promote efficiency in the delivery of service, while others will be partially or wholly privatised or restructured.

9.28 To improve measures of deterring fraud and misappropriation of public funds, the Office of the Auditor General strengthened external audit scrutiny by increasing audit coverage. This was partly achieved through establishment of a specialised audit division with forensic audit capability that will also audit SOEs.

Other Measures of Accountability

9.29 Other important measures to promote public sector transparency and accountability include:

- a. Adoption by Parliament of the National Performance Monitoring and Evaluation Policy in 2017.

- b. Creation of the Ethics and Integrity Directorate through the Declaration of Assets and Liabilities Act (Act No. 12 of 2019). The Directorate is a functionally autonomous entity that promotes and reinforces integrity and accountability in public offices, and monitors the interests, incomes, assets, and liabilities of persons specified in the Act for purposes of preventing and detecting corruption, money laundering and acquiring property from proceeds of crime.

Competition and Consumer Protection

9.30 Oversight of competition and consumer protection was improved through the rationalization of functions of the Competition Authority, and those of the Department of Consumer Affairs. The resulting Competition and Consumer Authority deals with anti-competitive practices and enforces consumer rights through investigation, prohibition, and control of unfair business practices.

Improving the Human Rights Agenda

9.31 The Office of the Ombudsman performs oversight in areas of maladministration, and human rights. It received 3554 complaints of maladministration from March 2017 to September 2022. Forty-three percent (1532) of the cases were resolved. While the mandate of public education was not legally conferred on the Ombudsman, the Office implemented public education activities during the plan period, including, *Kgotla* meetings, trade fairs, full council meetings and engaging Parliamentary Portfolio Committees. Such meetings imparted

knowledge of the Ombudsman's mandate.

9.32 The Ombudsman Act No. 5 of 1995 was amended, resulting in the enactment of the Ombudsman Act No. 22 of 2021. The amendment conferred a human rights mandate on the Ombudsman, resulting in a hybrid institution with dual administrative justice and human rights mandate. The effectiveness of the Office was compromised by inaccessibility of its services as offices were restricted to Gaborone and Francistown. To improve access to services, two additional offices were opened.

Achievements under Public Safety and Protection

9.33 Botswana continues to deploy strategies for protection of life and property; prevention and detection of crime; and the apprehension of offenders. The Public Safety and Protection sub-sector prioritises protection of the public from all forms of crime, including GBV, cybersecurity, public transport safety, radioactive materials and disasters.

9.34 Despite the increased scale of transnational organised crime and the sophistication of criminality, there were improvements in safety outcomes. Violent, intrusive and serious crimes per 10,000 population declined from 67.4 crimes in 2015 (baseline year) to 61.1 incidents in 2021.

9.35 The internal security apparatus continues to adapt strategies to manage the evolving criminal landscape. These strategies include using advances in technology to strengthen law enforcement processes,

crime response systems and improve crime prevention stakeholder engagements to mobilise support. Significant initiatives are the use of closed-circuit television (CCTV) and crime surveillance infrastructure under the Safer City Project as well as digital evidence capacity-building.

9.36 Botswana Prison Service priorities included enhancing rehabilitation and reintegration of offenders through the Offenders' Rehabilitation Policy, Alternative Sentencing Policy, Offender Case Management programmes, and the Prison Food Security Strategy. Another priority area is Safe and Humane Custody of Prisoners. The percentage of prisoners who escaped lawful custody was reduced from 0.22 percent in the 2017/2018 financial year to 0.20 percent in the 2021/2022 financial year. Re-offending decreased from 472.9 per 1,000 prison admissions in 2015 to 337.8 in 2021.

9.37 During NDP 11, infrastructure and facilities were improved. Refurbishment of some prison facilities and improvement of prison security in major centres were carried out. To enhance safety and security of prison officers and prisoners, a comprehensive prison security audit was completed in June 2021. As a result, rapid response teams as well as prison intelligence unit and prison police units were established. Specialised vehicles for the transportation of high-risk prisoners were also procured. Consultancies for development of an integrated security solution and establishment of a prison air wing are planned for the 2022/2023 financial year to address the gaps identified. The development of

Offender Case Management Framework for the Prison Service is ongoing.

Gender Mainstreaming

9.38 Gender mainstreaming and management of GBV were prioritized in NDP 11. Significant milestones include adoption of the Botswana Climate Change Policy by the Ministry of Environment and Tourism and the National Energy Policy by the Ministry of Minerals and Energy. Both policies have specific chapters on gender. The National Disaster Management Office developed a Draft Policy on Disaster Risk Management, which also has a chapter on gender. A Government Strategy on Mainstreaming Gender in the Water Sector that focuses on river basins along the Okavango, Orange, and Limpopo Rivers is in place.

9.39 Capacity-building for *Dikgosi* (traditional leaders) on mainstreaming gender continued in NDP 11. Some 178 of them were trained on mainstreaming gender in customary justice. Some councillors were trained on gender mainstreaming and GBV response. Women and Sport Botswana developed a Women and Sport Gender Strategy. To address rising cases of GBV, an Inter-Ministerial Committee on Gender-based Violence was established. Administration of Justice established special courts to expedite the hearing of GBV cases, and Botswana Police Services established a Gender and Child Protection Unit for reporting GBV. To guide Government on housing GBV survivors, a feasibility study on the strengthening and establishment of safe havens was completed.

Immigration

9.40 In order to make Botswana a choice destination for international tourists and investors, and to make it more facilitative and attractive, there is need to explore strategies to address challenges which focus on our systems, processes and structures. A number of reforms have been introduced and they include the following:

- i. Establishment of an express desk to service applications sponsored by the Diamond Hub and Botswana Investment Trade Centre (BITC). Officers have been seconded to BITC to facilitate the One-stop Service Centre in order to expedite the processing of applications for residence permits and visas.
- ii. Introduction of issuance of visa at port of entry. This will enable Botswana to continue to effectively compete with the rest of the world in areas of trade, investment and tourism as well as create a conducive environment for business development, thus creating job opportunities in the long run.
- iii. The processing of visa applications was decentralised to Botswana's diplomatic missions. Visa fees were also revised in order to enhance the country's ability to compete for persons with scarce skills and investors of high value.
- iv. In order to ease service access as well as to facilitate the turnaround time for applications,

an online visa application platform was launched in August 2021.

9.41 Government introduced the Botswana Blue Card (BBC) to allow persons who ceased to be citizens of Botswana (such as those who have renounced Botswana citizenship) to retain the right to unlimited stay in the country. BBC holders have the right to visit, live and work in Botswana. However, they are not entitled to hold a Botswana passport or national identity card (*Omang*). The BBC enables citizens by birth or descent, who have lost their citizenship by virtue of Section 15 of the Citizenship Act, to retain the right to permanent residency in the country.

Transport Safety Systems

9.42 Road transport safety is essential for Botswana's economic development, including trade facilitation. Road traffic accidents were reduced from 29.3 accidents per 1,000 motor vehicles in 2015 to 20.4 in 2021. Road fatalities decreased from 18.8 deaths per 100,000 population in 2015 to 17.0 in 2021.

9.43 NDP 11 focused on addressing gaps in air navigation systems infrastructure to meet growing demands in spatial planning, health and education facilities, cross-border, and internal transportation infrastructure (rail, road and air) connectivity, water resource development, conveyance and distribution networks, energy generation, etc. Establishment of navigational aids in some centres was fully achieved to ensure safe passage of aircraft through Botswana's airspace.

9.44 Additionally, air-to-ground very high frequency (VHF) air traffic control radio communication sites were strategically located to ensure total radio communication coverage of Botswana airspace. An improvement to the ground-to-ground data communication between Botswana and other countries was made for transmission of Notice-to Air-Man (NOTAM), and flight plans or meteorological data through the upgrade of Aeronautical Fixed Telecommunication Network (AFTN) to Air Traffic Service Message Handling System with the aim of digitizing all data communications for harmonization.

9.45 Significant progress was made in the development of air navigation services infrastructure. These include upgrading the primary surveillance radar (PSR) at the Sir Seretse Khama International Airport (SSKIA), upgrading SSKIA and the Maun Monopulse Secondary Surveillance Radar (MSSR) to Mode S radar as well as the supply and installation of Mode S radar in the eastern sector. Emphasis was placed on optimizing the use of available resources to meet the supply and demand for air traffic and increase capacity to handle more passengers. Maun International Airport was refurbished and now accommodates significantly more passengers. Implementation of projects to improve infrastructure in the four international airports resulted in installation of navigation aids equipment. Increased security threats necessitated remote monitoring and installation of closed-circuit television (CCTV) at all air navigation services equipment sites to enhance physical security.

Chemical, Biological Radiological, and Nuclear Safety

9.46 The use of chemical, biological, radiological and nuclear (CBRN) weapons by state and non-state actors underlines the complexity of achieving their permanent banning. CBRN threats underline the importance of maintaining and strengthening cooperation to enhance security through international agreements, identification of obstacles impeding cooperation, and exploring ways to mitigate the threats.

9.47 The CBRN Chemical Weapons Management Authority was established to implement laws, treaties, and conventions relevant to CBRN. The Authority is responsible for the management of scheduled chemicals, nuclear materials, controlled agents, and toxins. It coordinates and monitors all materials indicated in the relevant laws and powers conferred therein.

9.48 In relation to radiation safety and security, Botswana is party to the "Joint Convention on the Safety of Spent Fuel Management" and the "Safety of Radioactive Waste Management" and its guidance on the "Management of Disused Radioactive Sources". Botswana also acceded to the supplementary guidance to the Code of Conduct on the Safety and Security of Radioactive Sources. Critical ports of entry have been identified to install radiation detection portal monitors. The National Threat Assessment (NTA) was developed to enhance detection and response to nuclear security incidents.

9.49 Pursuant to the realisation of these achievements, several laws were enacted, including: National

Registration Act No. 11 of 2017; Proceeds and Instruments of Crime (Amendment) Act No. 8 of 2018; Trust Property Control Act No. 11 of 2018; Illicit Trafficking in Narcotic Drugs and Psychotropic Substances Act No. 15 of 2018; Penal Code (Amendment) Act No.21 of 2018; Arms and Ammunition Act No.19 of 2018; Cybercrime and Computer Related Crimes Act No. 18 of 2018; Nuclear Weapons (Prohibition) Act No. 17 of 2018; Biological and Toxin Weapons (Prohibition) Act No.27 of 2018; Chemical Weapons (Amendment) Act No.16 of 2018; Anti-Human Trafficking (Amendment) Act No. 13 of 2018; and Extradition (Amendment) Act No.12 of 2018.

Achievements under Territorial Integrity and Sovereignty

9.50 Peace and security are a pre-requisite for realizing goals for sustainable economic development. The peace and security sector has two main focus areas: Territorial Integrity and Public Safety and Protection through which Botswana can attain the key result area of a Safe, Secure and Peaceful Nation. Protection of territorial integrity is the foundation for the existence of Botswana. This sub-sector identifies frameworks, structures, and strategies, which will enable Botswana to preserve her sovereignty.

9.51 Various international measures of peacefulness - such as the Global Peace Index and the Global Terrorism Index, continue to rank Botswana highly. These rankings enable Botswana to influence regional and multilateral systems on issues of democracy, good governance, rule of law as well as peace and security. High

rankings are realised through enhanced national security strategies, border control, aviation safety and security, operational readiness, and participation in regional and global peace-building and security initiatives. Several collaborative platforms are critical to this and they include Joint Permanent Commissions of Cooperation (JPCCs), Joint Permanent Commissions on Defence and Security (JPCDs) and African Union/United Nations Peacekeeping Missions. Joint Permanent Commissions of Cooperation with Zimbabwe, South Africa, and Namibia were elevated to National Commissions.

9.52 Botswana continues to participate in peace building and conflict resolution initiatives coordinated by the Southern African Development Community (SADC). One such is the SADC Mission in Mozambique (SAMIM). Botswana also participates in regional and international bodies such as the AU and UN – the country is participating in the UN Organisation Stabilisation Mission in the Democratic Republic of Congo (MONUSCO). As a member of the international community, Botswana is party to several international instruments which impose certain obligations on it. An Inter-Ministerial Committee on Treaties, Conventions and Protocols has been established to ensure compliance with these obligations. A notable achievement is the development of a database for all international instruments to which Botswana is a party.

CHALLENGES EXPERIENCED DURING NDP 11

Challenges in Participatory Governance

9.53 Challenges experienced under participatory democracy during NDP 11 include issues such as electoral participation, slow decentralisation, policy adoption and service delivery.

Electoral Systems and Participation

9.54 A key challenge in electoral systems and participation is illicit voter registration. Leading up to the 2019 General Election, 1549 objections (compared to 633 in 2014) were raised. These objections related to voter registration. Additionally, 24 election petitions were received after the 2019 General Election. The repealing the Electoral (Amendment) Act of 2016 led to abandonment of automation of electoral processes, while the outbreak of COVID-19 resulted in the suspension of by-elections and reduced stakeholder engagement on elections and democracy. Low representation of women in parliament remains a concern. The proportion of parliamentary seats held by women is 11.1 percent and 19.1 percent in Local Government.

Bogosi

9.55 The institution of *bogosi* (inherited traditional leadership) is critical to governance systems in Botswana. In addition to managing customary courts and administering customary law, this institution is also the custodian of customs and traditions of various cultural communities spread

out across the country. During NDP 11, Botswana's *bogosi* experienced challenges that suggest an institution in flux. These challenges include difficulties in identifying successors; *dikgosi* dabbling in the divisive enterprise of political activism in significant numbers, contrary to their traditional role as unifiers in their respective communities; and, skirmishes with the Government. Additionally, *bogosi* is faced with the challenge of asserting authority over a westernised, youthful population. In all, these challenges raise questions about how *bogosi* can be modernised.

Decentralisation

9.56 Current arrangements for the provision of public sector functions on a decentralized basis involve a range of different administrative structures that do not align geographically. For instance, there are different administrative regions for education, health, and agriculture, and none of these coincide with census districts or local government boundaries (district and urban councils). This makes the co-ordination of decentralized functions more difficult and prevents the provision of comprehensive data and information across a range of measures for particular geographical areas.

Service Delivery Challenges (Manual Processes and COVID-19)

9.57 Among others, the use of manual Government business processes continued to hinder service delivery. Added to the foregoing, public service efficiency was severely compromised due to COVID-19, which disrupted the provision of public

services across the entire Government system. In the area of human rights, the pandemic necessitated the imposition of a state of emergency - which led to the suspension of some constitutional rights, notably freedom of movement and assembly. There are low levels of human rights education nationally as well as low rates of human rights reporting, implementation and mainstreaming.

Challenges in the Rule of Law

9.58 During NDP 11, challenges around judicial reform included slow case disposal rates, transcription of case records, use of a manual case management system, slow implementation of development projects, and lack of legal advice for many - which has the effect of compromising the efficiency of the legal system. Poor generation, use, and maintenance of statistics partially explains Botswana's grey listing in anti-money laundering/counter terrorism financing. Collection and optimal maintenance of regular, usable data is critical to understanding the extent of money laundering in Botswana. Equally important is the need to improve the efficiency of financial investigations in order to ensure that appropriate sanctions are taken when court processes have been completed.

Challenges in Accountability and Transparency

9.59 Challenges to accountability and transparency during NDP 11 included a decline in Botswana's anti-corruption rankings; low reporting and education on human rights; constraints to evidence-based decision making; inadequate integration of performance-

based monitoring and evaluation in public sector management functions; and, low reaches and enforcement of audit processes to enhance transparency.

Declining Anti-corruption Rankings

9.60 For close to two decades, Botswana uninterruptedly ranked as

Africa's least corrupt country under Transparency International's Corruption Perception Index (CPI). In 2018, Botswana was overtaken by Seychelles and relegated to the second spot in Africa. Table 9.1 shows CPI scores and rankings for Botswana during NDP 11. Botswana's 2021 score of 55 is its lowest ever and should provide an impetus for improved performance during TNDP and beyond.

TABLE 9. 1: BOTSWANA'S CORRUPTION PERCEPTION INDEX (2015-2021)

Year	2015	2016	2017	2018	2019	2020	2021
Score	63	60	61	61	61	60	55
Africa Ranking	1	1	1	1	2	2	3

Source: Transparency International, (various years)

9.61 However, the slow implementation of anti-corruption recommendations from audits, transaction monitoring and risk management in the public sector, and the delayed adoption of National Anti-Corruption Policy (NACP) frustrate efforts to fight corruption in Botswana.

Challenges Facing Office of the Ombudsman

9.62 Resource challenges have constrained the Ombudsman's ability to effectively discharge its functions. Contrary to what its mandate prescribes, the Office doesn't have a dedicated public education unit which, in some cases, has resulted in legal investigators being diverted from their core functions to provide public education. The Ombudsman continually experiences resistance from Ministries and Departments who take long to respond to its queries.

Resource Constraints to Audit

9.63 At 0.08 percent, the external audit scrutiny budget falls below the one percent required for the comprehensive coverage of the entire national budget. Implementation of audit resolutions remained a challenge during NDP 11.

Challenges in Public Safety and Protection

9.64 An important challenge to Botswana's peace and security (as well as management of issues relating to anti-corruption, human rights and territorial integrity) is the lack of a national security strategy. Such a strategy would set clear terms for governance of the sector, resource sharing and other collaborative measures between justice, policing, intelligence and prison functions and the civil society. The current institutional framework in the security sector is underpinned by fragmentary

statutes governing the Botswana Police Service, Botswana Prison Service, Botswana Defence Force, Department of Wildlife and National Parks, Directorate on Corruption and Economic Crime, Directorate of Intelligence and Security Services and others. While these are all conceptually at the service of one country, there is no mechanism to set clear terms of how they collaborate in doing so.

9.65 Despite efforts to continue mitigating public safety problems, the ever-evolving criminal landscape continues to present new and challenging threats. These include a rise in contemporary crimes, incidence of traffic accidents, re-offending of criminals, irregular migration, radiation safety and security, and disasters.

Rape

9.66 According to the 2019 World Population Review, Botswana had the second highest rape incidence in the world in 2019, recording 92.9 per 100 000 population.

Poaching

9.67 During NDP 11, Botswana experienced spikes in poaching activity, particularly of the endangered rhinoceros' species. Clarification of roles of services in the protection of wildlife, their strategies for information, and other resource-sharing activities also needed improving. The increase in poaching activities, particularly along water courses shared with neighbouring countries, poses a danger to not only animals but to the relationship between Botswana and some of its neighbours as well.

Cybersecurity

9.68 Growth in use of ICT applications in Government, finance, and education, will lead to increased attempts to exploit insecurities in ICT networks in Botswana. Cybersecurity issues include disinformation campaigns, email scams, ransom attacks and data theft. Table 9.2 below shows Botswana's performance in the Global Cybersecurity Index.

TABLE 9. 2: BOTSWANA'S CYBERSECURITY INDEX PERFORMANCE: 2018-2020

YEAR	2018	2020
GLOBAL RANKING	88	88
AFRICA RANKING	10	12

Source: International Telecommunications Union, 2020

9.69 Botswana's performance in the Global Cybersecurity Index has been steady, though at very low positions. The major concerns are shortage of trained personnel in cybersecurity, lack of budget support for cybersecurity, and exclusion of cybersecurity in institutional plans by most organisations in Botswana.

9.70 Poverty, low female representation in political leadership,

GBV and high prevalence of HIV and AIDS among young women and adolescent girls remain a concern. As a result, it is imperative that gender mainstreaming is adopted as an integral strategy for development planning.

9.71 Surveillance coverage in Botswana's airspace, especially the western sector, remains a major safety concern. A significant challenge to aviation during NDP11, particularly

during the Covid-19 emergency, was lack of funds to expeditiously implement national projects. Some aviation sector priorities were made redundant by advancements in technology.

9.72 Threats related to CBRN use are evolving rapidly alongside changes in the political environment and developments in technology. A multi-sectoral approach is critical when responding to CBRN incidents. The availability of dual-use products and technologies presents a particular challenge. Some CBRN materials, which are available for medical or industrial use, can become dangerous if mishandled. While there are measures to prevent such materials being obtained by people with criminal intentions, it is difficult to control all listed chemicals and precursors as some toxic industrial chemicals are available for mundane uses.

STRATEGIES FOR THE TNDP

Strategies for Participatory Democracy

Outreach Programmes

9.73 To increase electoral participation, outreach programmes specific to youth and women representation in political leadership and decision-making must be prioritized.

Constitutional Reform

9.74 During the TNDP, amendments to Botswana's constitution following the constitutional review consultations will be a major priority. The amendments

will cause changes or buttress several important provisions in the constitution, including separation of powers, Government functions and efficiency, human rights, and others.

Bogosi

9.75 The role of *bogosi* and its place in a modern, urbanizing society with a youthful population will be reviewed. Many *dikgosi* now rule urban centres where the majority of residents might not necessarily be their "subjects".

Human Rights

9.76 In order to promote and enhance human rights culture in Botswana, the implementation of appropriate constitutional amendments following the constitutional review will be prioritized. The Comprehensive Human Rights Strategy and National Action Plan (CHRSNAP) will be implemented following Government verification and adoption. Urgent effort is required to promote the capacity of communities to know, defend, and enforce their rights.

Public Sector Reforms

9.77 To improve productivity and competitiveness, a policy and strategy on productivity and competitiveness will be formulated, with assistance by the European Union Delegation in Botswana. Government will prioritize attainment of a high-performing public sector through adoption of a strategic human resource management and organisational cultural transformation.

Alignment of Boundaries

9.78 Action will be taken to align boundaries for different administrative and statistical functions, as per the accepted recommendations of the first and second Presidential Commissions on Local Government Structure, and as recommended in the National Spatial Plan. These reforms will improve the efficiency of service delivery and enable coherent, evidence-based analysis at the sub-national level to pinpoint areas of need and track progress.

Strategies for the Rule of Law

9.79 Key strategies to improve the rule of law will include strengthening the integrity of the justice system, law reform and equity.

9.80 The Judicial Services Commission will continue to ensure that the best calibre of judicial officers are appointed to deliver fair, transparent, and equitable justice. Government will enhance access to justice through establishment of a sexual offenders register. A computerized database will be set up under the custody of Commissioner of Police to facilitate information-sharing. A child-friendly justice system will also be implemented.

9.81 Furthermore, Government will continue to amend and enact laws pertinent to enhancing the rule of law and access to justice. This process will entail the following: development of legislation on bail and one to regulate Deputy Sheriffs; review of the Criminal Procedure and Evidence Act; review of the *Bogosi* Act of 2008; and, a strategy to hive off the Department of Public Prosecutions (DPP) from the Botswana

Police Service, all to be completed in 2025.

9.82 Legal Aid Botswana will increase its role in the criminal justice system through higher uptake of criminal cases and service children up to 18 years and adults not covered by the Administration of Justice's *pro-deo* system. The latter will require the establishment of dedicated units specialising in criminal legal aid.

9.83 The Criminal Procedure and Evidence (Controlled Investigations) Act will be implemented by developing supporting regulations, conducting training exercises and appointing members to the Controlled Investigations Committee in order to protect the interests of interception subjects and receive complaints in respect to the use of warrants.

Digitalization of the Justice System

9.84 Government continues to expedite digitalization of services through the SmartBots initiative. Services such as telephone and video conferencing/visitation systems are being introduced in courts and prisons. E-learning programmes for officers and automation of private security licensing will be implemented. Through SmartBots, *dikgotla* will be connected to public Wi-Fi networks. To align with the Government digitalization agenda, Legal Aid Botswana will upgrade its ICT infrastructure to enhance cyber security and ensure efficiency through automation of some functions.

Infrastructure Development

9.85 New magistrates courts will be constructed in Kasane, Gantsi and Francistown while a new high court will be constructed Palapye. High courts are necessary to offer diverse services similar to those offered at the Masters Office, including the administration of estates, trust, liquidations and the Guardian's Fund. In order to enhance efficiency and extend services, Legal Aid Botswana will establish new centres in Gantsi and Letlhakane.

Alternative Measures of Justice

9.86 To complement the introduction of alternative dispute resolution and mediation into Administration of Justice system, Legal Aid Botswana will establish mediation and dispute resolution units. These will provide systematic and uniform approaches to alternative dispute resolution (including mediation by specialised units) for speedy, cost-effective resolution of disputes. To enhance public confidence, the justice system will embark on an exercise to inform the public about its operations and services. Public education and awareness measures and enforcement of the Judicial Officers' Code of Conduct will be implemented.

Labour Sector Reforms

9.87 To promote healthy labour relations, the following will be emphasized:

- i. Enhanced monitoring to ensure compliance to labour and occupational, health and safety (OHS) laws through a coordinated approach to encourage resource

sharing by integrating inspectorate functions and systems.

- ii. Establishment of an independent dispute resolution structure to reduce delays in dispute resolution and enhance the integrity and independence of conflict resolution systems.
- iii. Establishment of industry-level joint industrial councils as voluntary social dialogue structures for specific industries or as parts of industries' representative of employers and trade unions.

Efficiency of Judicial Service Delivery through Digitalization

9.88 The judicial system will digitalize some functions to ensure efficient, timely delivery and speedy resolution of matters. Candidate areas include case management, employment services, labour inspection, registration of trade unions, and collective agreements. Other upgrades in the justice sector will include e-courts, and public legal education to enhance accessibility, transparency and accountability of the justice system.

Strategies for Building Accountability and Transparency

9.89 Through the APRM, Botswana will gain an opportunity to improve her governance institutions and processes. During the TNDP, Botswana will prioritize setting up domestic institutions required to implement accession to the APRM, and begin formal processes of review.

Capacity-Building

9.90 Government will continue the Capacity-building Reforms Programme to improve efficiency and provide necessary tools to coordinate Government reforms and other change initiatives. The reforms will reduce resistance to change by developing mitigation actions and strengthening the labour inspection system through the Decent Work Country Programme and review of labour laws. Specific aims are to: address gaps and facilitate ease of doing business; alignment of laws to international labour standards that Botswana has ratified; and through the Botswana Council of Non-Governmental Organisations, develop a civil society organisations' programmes database to monitor and evaluate performance and contribution of civil society to national development.

Freedom of Information

9.91 Access to information on the functioning of the state undergirds an accountable and transparent system of governance. In the years ahead, introducing a freedom of information law will be a priority. The law will define the rights and responsibilities of Government, the media, communities and other stakeholders in engendering and maintaining accountability and transparency in governance.

Enhancing Audit through Digitalization

9.92 A digitalised economy requires the security for the ICT infrastructure as well as capabilities of real-time remote auditing to detect irregular transactions.

Accountability of State-owned Enterprises

9.93 Government will increase oversight of SOEs through the Ownership Policy for State-owned Enterprises which is being developed. This Policy will be reinforced with the Financial Reporting Act of 2010 and the new Financial Reporting Regulations of 2021. Additionally, the Public Audit Act of 2012 is being reviewed to broaden the mandate of the Office of the Auditor General by bringing SOEs under this office. This will give the Auditor General unfettered access and remove limitations of lack of access to private accounts during investigations of those who do business with Government.

Accountability of the Legal Profession

9.94 The amended Legal Practitioners Act will improve the accountability of the Law Society of Botswana (LSB) and individual practicing attorneys. It will provide for the auditing of practicing attorneys through submission of audited accounting records to the LSB. As a new obligation, the LSB will be required to submit audited accounts to the Attorney General to improve accountability.

Anti-corruption Initiatives

9.95 Government will continue to develop and implement anti-corruption strategies to ensure prudent, effective, and efficient use of public resources. Enhancement of anti-corruption legislation and adoption of the National Anti-Corruption Policy will be prioritized. To counter growth in cross-border economic crimes, Government

will build a DCEC satellite office in Kasane in order to expedite detection and prevention of corrupt practices. Other strategies will include collaborating with regional anti-corruption agencies and utilizing existing bi-national treaties and commissions.

9.96 To improve evidence-based decision making, annual national anti-corruption public opinion surveys will be continued. Government will set up the Botswana National Anti-Corruption Academy to drive specialised anti-corruption courses and programmes for both the public and private sector.

Office of the Ombudsman Strategies

9.97 The Office of the Ombudsman will prioritise promotion of public sector accountability through holistic approaches to investigation and case resolution, and extensive engagement with Ministries and Departments to expedite resolution of complaints. A computerised case management system will be developed to facilitate remote access. Appropriate resourcing will assist the Office's public education goals.

Strategies for AML/CFT

9.98 Botswana will undergo a review of the FATF between 2024/2025, to examine the actual effectiveness of the anti-money laundering regime over technical compliance. Inter-agency cooperation and collaboration will be key to attaining success in this area. Other important measures include working through the Supervisory Forum to improve compliance. To sustain these measures, agencies must support

the Financial Intelligence Agency to identify and investigate money laundering and track assets.

Competition and Consumer Protection

9.99 In 2018, the Competition and Consumer Tribunal was established to provide oversight on competition and consumer protection issues. Capacity building for the Tribunal, through collaboration with the United Nations Conference on Trade and Development (UNCTAD), UNDP and related institutions will strengthen oversight over competition and consumer mandates.

Strategies for Public Safety and Protection

9.100 To enhance collaboration in safety and security, including on aspects of human rights and anti-corruption, Botswana will expedite the development of a National Security Strategy (NSS) to enhance measures for collaboration in protection and safety. The NSS will also set clear terms of how various services will interpret their mandates in relation to each other, communities and the pursuit of national interest.

9.101 To strengthen public safety, the sector will continue deploying focused crime-prevention strategies supported by efficient response mechanisms. Programmes will include the National Road Safety Strategy, Prison Food Security Strategy and Nuclear Security Detection Architecture Strategy. The capacity development programme will include process improvement, prevention and reduction of theft and violence - including GBV, Offender Case

Management Programme and the Traffic Decongestion Programme.

9.102 ICT will be deployed towards improvement of crime management processes. The Crime and Criminal Recording System (CCRS) will be updated to increase benefits of digital policing. Migrating policing processes and services from manual to e-service platforms will be used to provide for online reporting of crime and traffic incidents as well as production of online management reports. Monitoring of crime-prone areas and major intersections through CCTV surveillance cameras (the Safer City Project) will continue to enhance law enforcement and support expanded demand for police services. To improve access to safety and security, construction of police facilities - including satellite offices and operational support centres with adequate specialist response and investigation skills, will be continued.

Prioritizing the Fight against Rape

9.103 As a form of GBV, rape affects women and girls more than it does men. A multi-sectoral approach involving Government, the faith-based sector, internal security organs and other stakeholders is urgently needed to address the rape problem.

Safe Custodial Care and Corrections to Offenders

9.104 The Prison Service will improve safety and security outcomes for the community through reduction in re-offending and successful reintegration of prisoners into the community. Safe, secure and humane treatment of offenders and provision of opportunities for rehabilitation and reintegration,

construction of a comprehensive rehabilitation facility and a prison farm to increase engagement of prisoners in rehabilitation, will be implemented through a Development Manager model.

Measures to Ensure Safety by Managing CBNR

9.105 Measures to prevent Chemical, Biological, Nuclear and Radiological (CBNR) weapons, crime-related activities and attacks will be implemented nationally through such means as:

- i. establishing appropriate regulatory frameworks for CBNR;
- ii. ensuring appropriate sanctions for perpetrators;
- iii. preparation of emergency services responsiveness; and,
- iv. enhancing regional cooperation and harmonization of regional legislation regarding the import, export as well as trans-boundary and trans-shipment of CBRN materials.

Develop Performance Indicators for Vulnerabilities

9.106 Relevant performance indicators for gender, people living with disability, youth, children, and the elderly will be set. Once disaggregated, such data will inform the design of policies, programmes, projects, systems and plans of concerned demographics.

Proposed Gender Related Interventions

9.107 To reduce poverty amongst women and improve their representation in political leadership, gender responsive budgeting (GRB) will be implemented. This initiative will also contribute to reducing GBV and HIV and AIDS among young women and adolescent girls.

9.108 Other proposed gender-related projects during NDP 12 are as follows:

- i. Establishing a GBV case management system that will utilise ICT and other technologies.
- ii. Establishment of more safe havens to augment existing ones, which are operated by civil society organisations.
- iii. The next iteration of National Relationship Studies, carried out every five years to improve measures for tracking and mitigating GBV in Botswana, is scheduled for the TNDP/NDP 12 period.

Aviation Safety

9.109 The aviation industry is critical to the growth of the economy. In support of a robust air transport system, the Civil Aviation Authority of Botswana (CAAB) seeks to implement the following programmes:

- i. Development and upgrading of air navigation services infrastructure and airports;

- ii. Maintenance of air navigation systems infrastructure; and,
- iii. Deployment of digital technology to further improve safety and lower manual workloads in the aviation sector.

Addressing Cybersecurity Risks

9.110 To protect end-users, data networks, and businesses from cyber criminality, Government and stakeholders will expedite the establishment of the National Cybersecurity Council and the National Cybersecurity Incidence Response Team as recommended in the National Cybersecurity Strategy.

Human Development

9.111 During the TNDP, effort will be invested in addressing human resource capacity constraints to ensure a skilled workforce in order to address objectives of law enforcement. Envisaged interventions include affiliating the Prison Staff College with learning institutions locally, regionally, and internationally; introducing welfare programmes; and developing a human resource strategy for prisons. Accompanying interventions will include development of appropriate, relevant, and conducive standing operational standards and norms and related policy guidelines. Pursuing a skills transfer programme through the Prisons Food Security Strategy will be pursued. Offender rehabilitation and reintegration will be intensified by implementing the Offender Case Management Programme and the Rehabilitation and Reintegration Strategy. Programmes will be tailor-made to cater for different categories of

prisoners such as young offenders and female prisoners.

Infrastructure Development

9.112 To improve safety and security outcomes, several priorities will be pursued. These include development and upgrading existing infrastructure; intensification and use of modern and secure equipment; introduction of air transportation and surveillance platforms and weaponry; use of digital security solutions; and integration of existing solutions and equipment. Quality of prison infrastructure will be improved to meet the UN's Standard Minimum Rules for the Treatment of Prisoners as well as other international requirements and standards.

Road Safety

9.113 The National Road Safety Strategy for Botswana will continue to provide the framework for improving road safety. Complementary efforts from key stakeholders and development partners will deliver benefits of strategic importance. The demand for road space in major economic centres has prompted Government to develop a traffic decongestion programme.

National Migration Policy

9.114 The National Migration Policy has been developed to provide strategic vision on migration management. The Policy identifies key pillars on migration management and provides comprehensive guidelines on the following thematic areas: border management, citizenship, travel documents and permits, migration and development, irregular migration,

refugees, internal migration as well as migration and environment. A plan of action to guide and aid the implementation of the National Migration Policy is being developed with assistance from the International Organisation for Migration (IOM). The Plan of Action will elaborate specific activities to be undertaken and identify responsible agencies, resources and timeframes.

The Radiation Protection Act and Regulations

9.115 The Radiation Protection Act and its regulations are being reviewed to broaden their scope and fulfil the requirements of international nuclear agreements that Botswana is party to. In addition, a Nuclear Security Detection Architecture Strategy is being developed to address Concepts of Operations (CONOPS) for identified sites.

Poaching

9.116 To manage the poaching problem, interagency collaboration amongst Botswana's internal and external security organs will be critical. Furthermore, the Ministry of Foreign Affairs will prioritize diplomatic channels to reduce demand for trophies and parts of endangered species.

Strategies for Territorial Integrity and Sovereignty

9.117 During the TNDP, Botswana will do the following to enhance its territorial integrity and sovereignty:

- i. Develop and adopt a national security strategy to enhance

collaboration, resource-sharing and data development.

- ii. Nurture and foster bilateral relations with strategic partners in the region, and with international organizations in order to advance issues of national interest.
- iii. Strengthen national security capabilities in line with the National Security Strategy.

9.118 Continue to ensure the inviolability of national territory and effective control by employing available instruments of national power, including through diplomacy, intelligence, military and the economy.

CONCLUSION

9.119 Ensuring enhanced capabilities in Governance, Peace, and Security is critical to supporting measures for economic growth and prosperity for all by 2036. Collaborative strategies are critical to attaining governance objectives, including for purposes of preventing corruption, money-laundering and poaching, abetting GBV as well as delivering communal and safety and security.

9.120 To enhance governance and implementation capacity during the TNDP, Botswana must find practical, and workable measures for ensuring private sector and NGO participation in the implementation, as well as oversight, monitoring, evaluation and alignment of policies, in order to get the country closer to the Vision 2036 ideal of "*Achieving Prosperity for All*".

CHAPTER 10

IMPLEMENTATION, MONITORING AND EVALUATION

INTRODUCTION

10.1 Implementation has been a long-standing challenge for Botswana. Significant Government resources have been allocated each year to development programmes and projects covering economic infrastructure, social development and human capital development, with the aim of creating prosperity for all citizens. However, poor project implementation and delivery have undermined these good intentions, causing underspending of the development budget by, on average, 15-20 percent in the past years. Although there are frequent claims that projects are held back by lack of funding, the fact that the development budget is almost always underspent shows that this is not the case.

10.2 Poor implementation also applies to programmes and policies, which do not generally have high spending needs, indicating that the problems relate more to institutions and processes rather than funding. This means that transformation and the rate at which it has to occur has not been embedded into policy-making processes of Government. This remains a concern as well and it is therefore critical to address these challenges and strengthen accountability to ensure necessary transformation as well as effective and efficient delivery of services.

10.3 Attainment of development results is a function of the quality of

implementation of policies, strategies and programmes and their associated projects. Programme implementation entails a multi-sectoral chain of actors, their accountabilities as well as processes that have to be coordinated and facilitated for each to deliver to standard in order for intended results and impact to be realised. Risks and factors that hinder or enhance implementation must be timeously attended to by the leadership with a view to safeguarding the trust of beneficiaries, stakeholders and collaborators.

10.4 Achievement of Vision targets is premised on the timely achievement of annual targets and the quality of products and services, which in turn enable the necessary multiplier effects arising from downstream activities. To support this, the TWG approach was introduced, in one respect, to ensure coordinated involvement of non-state actors in promoting sectoral cooperation and planning, budgeting, implementation monitoring, evaluation and reporting.

10.5 The National Monitoring and Evaluation System (NMES) introduced during NDP 11 provides the full scope of parameters that help identify the data and information required for effective management of implementation for results. Quality data and information is required to afford implementers the opportunity to gauge progress and address any bottlenecks

as well provide the quality assurance for desired results.

10.6 The NMES is a comprehensive performance management framework aimed at facilitating the effective delivery of national policies, strategic plans, programmes and projects. Of paramount importance is the use of results and information to improve planning and provide feedback to citizens.

10.7 To be effective, NMES needs to be anchored in the following foundational elements: integration of strategic planning, budgeting, public investment management and performance management functions; systematic evaluation of policies, programmes and projects; sufficient human resources capacity in both monitoring and evaluation functions and analytical skills; quality data and information as well as a leadership culture that embraces the use of performance information as an important aspect of the decision-making process.

REVIEW OF PERFORMANCE DURING NDP 11

10.8 Considerable progress was made in the development and institutionalisation of the NMES during NDP 11.

Performance M&E Policy

10.9 The adoption of the National Performance Monitoring and Evaluation (PM&E) Policy was a landmark for Botswana. The Policy has defined the architecture and processes needed to be in place for a well-functioning Performance Monitoring and Evaluation

Systems (PMES). Since then, NMES has evolved from development to implementation stage with a number of key achievements. The NMES manual was developed to operationalize the Policy and guide sectors on undertaking performance monitoring and evaluation.

Performance Indicator Framework

10.10 The NDP 11 Performance Indicator Framework was developed to guide monitoring the implementation of NDP 11. The document articulates sectoral indicators with clear baselines and targets for the plan period. Consequently, implementing entities developed their performance frameworks to facilitate monitoring at institution level in alignment with the national framework.

Vision 2036 Methodology Index

10.11 A Vision 2036 Methodology Index was developed in 2022. The Index provides detailed overall progress towards achieving prosperity for all and ensures alignment of programmes to the aspirations outlined by Botswana in Vision 2036.

Performance Reviews and Reporting

10.12 A more results-focused reporting process was introduced to reduce duplications and improve utility of results. Performance review and reporting is the basis for troubleshooting, problem-solving and learning. The use of performance reports is intended to advance the integration of PM&E in existing public sector management systems and make Government systems more 'results'-focused. This will improve service

delivery and accountability as well as institute a culture and mind-set change in implementing entities.

The Annual Performance Report

10.13 The inaugural Annual Performance Report (APR) was produced for the financial year 2020/21. The APR provides progress update on NDP implementation towards the attainment of Vision 2036 for any given year. The APR facilitates Government to be more performance-oriented in the delivery of services and projects, and use a more evidence-based approach in the development of new policies, programmes and projects. It is also key in informing budget negotiations and the integration of results in the budget. It also informs Cabinet, Parliament, the public and other key stakeholders on progress made towards the achievement of national development goals.

Performance M&E Capacity Building

10.14 A capacity-building Programme on Performance M&E has been developed at the Botswana Public Service College (BPSC) and complements training programmes offered by the University of Botswana (UB), Institute of Development Management (IDM) as well as private training institutions. Furthermore, institutional rationalization for M&E oversight has been consolidated within the NPC.

Institutionalisation of Evaluations

10.15 As a way to institutionalize the evaluation function, three rapid evaluations were undertaken in the Health, Education and Tourism sectors.

The purpose of these evaluations was to generate demand and interest, build capacity in evaluations, as well as pilot the evaluation function. Government is currently developing a National Evaluation Plan (NEP) as a way of instituting systematic evaluations in order to ensure informed decision making in planning, programme/project design, budgeting and implementation.

Data Management

10.16 Evidence-based decision-making relies on quality data and information to support and inform objective, systematic analysis of performance. Guidelines were developed, with the prospect of automation, to guide data management and facilitate decision making, implementation and required interventions. Progress has also been made on the enhancement of the Development Projects Monitoring System (DPMS) which started in May 2021. This System is pivotal in the management, coordination and implementation monitoring of development projects within Government.

Implementation Challenges

10.17 Notwithstanding progress made, there are longstanding challenges that need to be addressed for effective implementation of policies, programmes and projects. These include, but are not limited to:

- i. The weak implementation rate and effectiveness of fund utilization incurred, with huge financial losses due to delays and cost escalations and overruns. Additionally, there is poor scoping

and weak monitoring. These cost overruns and delays impede commencement of new projects. Inaccurate costing of projects is also one of the main causes of delays in commencing projects.

- ii. Ineffective appraisal of projects, including lack of a rigorous cost benefit analysis, leading to ineffective prioritisation to ensure high-return and high-impact projects.
- iii. Fragmentation has led to too many projects requiring monitoring and the envisaged co-ordination benefits of the TWGs as a result, has not been fully realized.
- iv. The programme-based approach, zero-based budgeting and other Public Finance Management (PFM) reforms are yet to be fully implemented.
- v. Lack of coordination at TWG level among implementing entities has led to improper sequencing of projects and has also caused budgets to be prepared in isolation by MDAs, leading to non-functional infrastructure. While the TWGs are intended to play this co-ordinating role, responsibility for the implementation of policies, programmes and projects, as well as legal accountability for budgets, remain at the level of MDAs. This disjoint between the co-ordinating role of the TWGs and the legal roles of MDAs is yet to be addressed.

- vi. Absence of accountability at the level of MDAs for the implementation of programmes and policies remains a challenge.

Monitoring and Evaluation Challenges

10.18 Key challenges in the implementation of effective M&E include the following:

- i. Unavailability of data and/or poor data quality. Most of the administrative data generated by sectors is of poor quality or provided with very long time lags. There is insufficient relevant and readily available data to populate indicators for performance management or policy analysis. Inconsistencies exist in data for key performance indicators in areas such as poverty, child and maternal health - which are critical for Botswana's development. The reliance on international sources of data especially in the Governance, Peace and Security pillar is an area of concern as it might not necessarily measure what is important to an ordinary Motswana.
- ii. There has also been little progress in making use of available data, however imperfect. In many cases, even where ideal data is not available, "second-best" indicators can be prepared, which can usefully inform performance assessment.
- iii. Lack of M&E integration to other public sector management functions of planning and

budgeting limits the use of performance information to inform decisions in planning, budgeting and public investment management.

- iv. There are also challenges in performance M&E capacity across sectors. The greatest capacity gap lies in the lack of evaluation capacity across the system, and this has resulted in only a few policies, programs and projects being evaluated. In general, project prioritisation and programme and policy design, are not sufficiently evidence-based. This may, in part, reflect a reluctance to be guided by the results of data-based analysis. For instance, evidence-based prioritisation of projects reduces the scope for more subjective processes in determining the choice of projects.
- v. There is also insufficient resourcing, (human, financial and technological) to enable operationalization of performance M&E across sectors.

Lessons Learned

10.19 There is a need to address implementation challenges: Despite the policy framework, implementation continues to be a challenge on account of weaknesses in the regulatory framework and a lack of rigorous accountability processes. This calls for a review the existing processes in order to expedite service delivery if the country is to succeed in its economic diversification efforts.

10.20 There is need to foster broader accountability for implementation. This will improve ownership of the monitoring system to improve use and ensure sustainability. Implementation of the NMES should be the responsibility of MDAs with the NPC providing technical assistance and facilitation.

10.21 Championship of the NMES at the highest level is required: Leadership and consistency in the implementation of the adopted M&E reforms is crucial for institutionalisation and roll out of the reforms.

10.22 There is need for a phased approach to roll out the NMES: The roll out of the system should be incremental, prioritising and sequencing activities/sectors within a particular timeframe for effective implementation. This is important to demonstrate results.

10.23 Adoption of a legal framework: There is a need to adopt a law that enforces implementation of performance M&E. This will ensure utility and sustainability of the NMES.

10.24 There is need for a stronger commitment to using evaluations as a tool for learning and improving policymaking: As an example, a rigorous ex-post evaluation of the response to COVID-19 could be undertaken – as is being done in some other countries – to determine lessons learnt that can inform future responses to unexpected events. Such an evaluation could address issues such as whether the institutional structure adopted was appropriate; was decision-making effective and efficient?; were adequate resources used effectively?;

was the best use made of the information available at the time?; and, with hindsight, what could and should have been done differently?

STRATEGIES FOR THE TNDP

M&E Reforms

10.25 PM&E must be integrated as a management tool with other public sector management functions. This integration is key towards transformation as well as effective and efficient service delivery for the benefit of the economy.

10.26 Resources for data management and associated requirements will be enhanced in order to respond to and address needs identified at all levels of the PMES. Relevant human resource skills and sufficient change management processes will be prioritised to support key players in implementation, monitoring, evaluation and data development.

10.27 Use of evaluation results for programming purposes will be emphasised. Furthermore, capacity for management, planning, implementation and utilization of evaluations to produce evidence based information that will be used to inform policy and decision making will be developed.

10.28 The focus will be on institutionalisation and improvement of the NMES under the TNDP and NDP 12. MDAs will take a leading role in the rollout and utilization of the tools and guidelines to improve sector performance management.

Implementation Reforms

Co-ordination of MDAs and TWGs

- i. Government will introduce rigorous problem solving mechanisms/technologies to unlock implementation challenges and ensure effective and efficient delivery of policies, programmes and projects through the TWGs and relevant technical committees. Problem solving should bring out radical, practical and innovative solutions to very complex issues and problems.
- ii. Government will also ensure improvements in coordination among implementing entities and *breaking of silos amongst/across MDAs functions*.
- iii. National spatial planning will be thoroughly integrated into projects and programmes.
- iv. A performance culture will be established within the system to ensure implementation and accountability by MDAs. There will also be rigorous tracking and monitoring of programme and project implementation.
- v. The TWGs will be revamped to ensure better implementation and improvement on coordination of implementing entities.

Project Selection and Appraisal

10.29 Reforms to strengthen project selection and appraisal process will be introduced. This will leverage on the current PFM reform programme looking at the legal and institutional framework,

budget planning and execution control; Public Investment Programme (PIP) to guide selection of programmes and projects and continuous updating of the Planning Manual. This means rigorous approaches to prioritisation, project appraisal and feasibility assessments for projects will be introduced.

Operational Improvements

10.30 Government will introduce the Development Manager approach to project delivery, a concept where major public projects are packaged and their implementation outsourced to private companies.

10.31 The turnkey system will be employed for smaller projects, where a contractor is appointed to handle the entirety of design, management, and construction and is paid on handover to Government.

10.32 The management and maintenance of selected Government-owned buildings will be outsourced to the private sector through facilities management contracts, while others will be disposed of under sale and leaseback arrangements.

10.33 The NPC, as the Government's delivery unit, will pay particular attention to the implementation and management of major projects by Ministries.

Monitoring and Evaluation of the TNDP and Vision 2036

10.34 An Indicator Framework for the Plan will be developed to monitor progress on the attainment of targets during the Plan period. The Indicator Framework will be derived on the basis of key result areas as reflected in Table 10.1 overleaf.

10.35 The Vision 2036 Index will also be generated on an annual basis to review progress made on all the parameters relating to the Pillars of the Vision.

**TABLE 10. 1: EXPECTATIONS OF THE NATION-VISION LONG-TERM GOALS
KEY RESULT AREAS/OUTCOMES**

Pillar*	Vision 2036 Long-term Goals	NDP Key Result Areas/Outcomes	
1. Sustainable Economic Development	By 2036, Botswana will be a high-income country, with an export-led economy underpinned by diversified, inclusive and sustainable growth driven by high levels of productivity.	<u>Sustainable, Inclusive and Competitive Economy</u> <ul style="list-style-type: none"> • Digitalisation Transition • Export-led growth • Value Chain Development • Productive Infrastructure 	Implementation of an effective monitoring and evaluation system
2. Human and Social Development	By 2036 Botswana will be a moral tolerant and inclusive society that provides opportunities for all.	<u>Enhanced Social Wellbeing</u> <ul style="list-style-type: none"> • Reduction in Poverty and Inequality • Food Security and Nutrition • Access to Quality Health Care Services • Improved Access to Quality Education • Access to Decent Shelter 	
3: Sustainable Environment	By 2036 sustainable and optimal use of our natural resources will have transformed our economy and uplifted our people's livelihoods.	<u>Sustainable Environment</u> <ul style="list-style-type: none"> • Clean and Safe Environment • Sustainable Management of Natural Resources • Climate Change Mitigation & Adaptation • Sustainable Human Settlements 	
4. Governance, Peace and Security	By 2036 Botswana will be a land of peace, freedom and progressive government.	<u>Peaceful Nation</u> <ul style="list-style-type: none"> • Transparency & Accountability • Promotion of Peace and Security • Rule of Law • Participatory Democracy 	

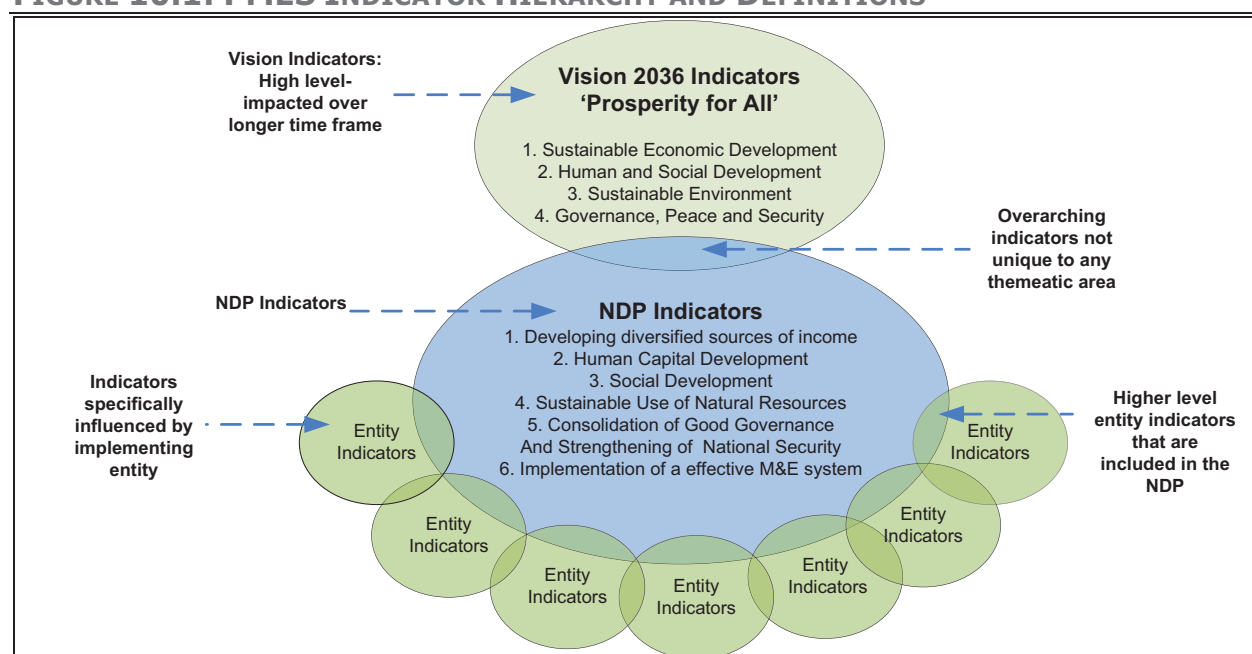
Source: National Planning Commission

Indicator Framework

10.36 To report on progress and performance of the TNDP in driving Vision goals, the Plan will rely on the National Monitoring and Evaluation System (NMES), which provides a systematic approach to measuring, monitoring, evaluating and reporting on performance of the Plan. Figure 10.1

below represents the underlying architecture upon which the NMES is based. This also represents the notional hierarchy of indicators that have been identified to measure performance and elaborates the linkages at the macro-level of Vision 2036, the SDGs, the NDPs, and the more operational level of Ministries.

FIGURE 10.1: PMES INDICATOR HIERARCHY AND DEFINITIONS



Source: National Planning Commission

CONCLUSION

10.37 An Annual Performance Report (APR) will be produced each year to report progress on the implementation of the TNDP.

10.38 Despite the good policy framework, implementation continues to be a challenge for the economy. To address the long-standing issues of implementation, Government will continue with the transformation of institutions, the economy and society at large. In addition, it will be critical to map the pathway to "Prosperity for All"

and this socialized fully into all policies, programmes and projects. This would enable the choices and consequences made across all sectors and implementing entities to be broadly understood and internalised. There will also be need to continue to strengthen the Project Management Function across Government. The newly established NPC will facilitate implementation of national priorities by implementing agencies and the full institutionalisation of an effective M&E System.

PART II

Public Investment Programme

April 2023 – March 2025

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PREFACE

The Public Investment Programme (PIP) for the Second Transitional National Development Plan (TNDP) covers investment projects and other development expenditure items of Central Government, Local Authorities and State-owned Entities which are financed wholly, or partially by Government. The PIP aims to ensure that:

- a) Public sector investments are aligned to Vision 2036 pillars;
- b) Identified projects and programmes support strategies of the TNDP;
- c) Resources are channelled to priority areas and spread over the Plan period consistent with available funding and capacities; and,
- d) Outputs and outcomes impact positively on the lives of Batswana.

Implementation of projects during NDP 11 was affected by the COVID-19 pandemic, which caused a serious backlog, and a number of projects were either delayed or failed to get off the ground. As a result, the PIP for the TNDP is largely intended to clear this backlog.

The PIP details a pipeline of programmes and projects planned for implementation in the medium term. It provides an estimate of the amount of investible resources that are projected to be allocated to various Ministries, Departments and Agencies to drive the national development agenda during the two years (April 2023 – March 2025) of the TNDP. It also broadly describes what the programmes and projects entail without delving into specific details about their make-up, implementation schedules as well as start and end dates. It has a medium-term focus and is dissimilar to the annual budget, which carries much more detail and normally spans twelve months.

Project summaries developed for each of the projects contained in the PIP provide an overview, goals and objectives of the projects, including their various components. The projects have been organized according to the following categories:

- i. **Ongoing Projects:** This refers to projects for which funds have been approved by the Minister responsible for Finance and are being implemented. The contracts for these projects have been signed and funds already committed. This category also refers to initiatives with annual investment requirements, earmarked for implementation in various locations across the country. Funding for these projects is subject to annual budget project reviews and is allocated according to the level of activity and progress made in their implementation.
- ii. **New Projects:** These are projects that have been identified, assessed and found to be consistent with relevant policies and TNDP priorities, but are yet to be prepared in detail and appraised prior to implementation.

As part of the Plan, the PIP is expected to set the tone for the formulation of annual budgets of Ministries, Departments and Agencies to deliver the national budget objectives. Therefore, it is imperative that budget planning is in sync with aspirations of the Plan.

The projects in the PIP will be implemented using various sources of financing, be they public/private loans or grants. Where appropriate, implementation of projects will also be done through the Public Private Partnership method.

The annual budget process provides an opportunity to primarily appraise proposals for consistency with the criteria of fiscal sustainability, affordability, prioritisation, value for money, ability of projects to change lives, potential for growing and transforming the economy, sustaining livelihoods, among others, but also mindful of the capacity within and outside Government.

The Development Manager Model is but one of the methods to be employed to enhance project implementation during the TNDP. Government will continue to seek other ways to improve implementation of projects in order to address the urgent need for infrastructure development across the country, improve local skills and expertise, and overall, improve the lives of Batswana.

**SUMMARY OF PLANNED DEVELOPMENT EXPENDITURE BY
MINISTRY/DEPARTMENT**

Ministry/Department	Funding Status	PULA Million			As % of TEC
		2023/24	2024/25	Total Estimated Cost (TEC)	
1. National Assembly	Total	16,50	17,30	33,80	0,1%
	Ongoing	13,50	12,30	25,80	
	New	3,00	5,00	8,00	
2. State President	Total	1 131,90	1 068,10	2 200,00	3,4%
	Ongoing	1 012,50	956,60	1 969,10	
	New	119,40	111,50	230,90	
3. Finance	Total	819,10	690,40	1 509,50	2,4%
	Ongoing	207,10	328,90	536,00	
	New	612,00	361,50	973,50	
4. Labour and Home Affairs	Total	112,20	120,00	232,20	0,4%
	Ongoing	83,00	57,00	140,00	
	New	29,20	63,00	92,20	
5. Agriculture	Total	1 371,20	1 067,80	2 439,00	3,8%
	Ongoing	796,20	441,80	1 238,00	
	New	575,00	626,00	1 201,00	
6. Education and Skills Development	Total	904,10	954,60	1 858,70	2,9%
	Ongoing	830,60	811,60	1 642,20	
	New	73,50	143,00	216,50	
7. Trade and Industry	Total	105,30	208,30	313,60	0,5%
	Ongoing	68,00	138,00	206,00	
	New	37,30	70,30	107,60	
8. Local Government and Rural Development	Total	3 108,70	4 778,77	7 887,47	12,3%
	Ongoing	2 029,40	1 851,40	3 880,80	
	New	1 079,30	2 927,37	4 006,67	
9. Minerals and Energy	Total	1 525,20	2 621,40	4 146,60	6,5%
	Ongoing	1 069,20	1 212,40	2 281,60	
	New	456,00	1 409,00	1 865,00	
10. Health	Total	822,70	1 209,50	2 032,20	3,2%
	Ongoing	351,70	399,00	750,70	
	New	471,00	810,50	1 281,50	
11. Administration of Justice	Total	55,50	121,60	177,10	0,3%
	Ongoing	42,50	80,10	122,60	
	New	13,00	41,50	54,50	
12. Attorney General's Chambers	Total	25,00	9,00	34,00	0,1%
	Ongoing	0,00	0,00	0,00	
	New	25,00	9,00	34,00	
13. Foreign Affairs	Total	235,90	58,50	294,40	0,5%
	Ongoing	85,90	38,50	124,40	
	New	150,00	20,00	170,00	
14. Independent Electoral Commission	Total	164,90	364,00	528,90	0,8%
	Ongoing	119,00	354,00	473,00	
	New	45,90	10,00	55,90	
15. Ombudsman	Total	29,90	5,40	35,30	0,1%
	Ongoing	24,00	5,00	29,00	

	New	5,90	0,40	6,30	
16. Lands and Water Affairs	Total	8 823,00	8 978,00	17 801,00	27,8%
	Ongoing	7 983,00	6 263,00	14 246,00	
	New	840,00	2 715,00	3 555,00	
17. Environment and Tourism	Total	802,00	915,30	1 717,30	2,7%
	Ongoing	458,10	407,30	865,40	
	New	343,90	508,00	851,90	
18. Industrial Court	Total	4,90	16,50	21,40	0,0%
	Ongoing	0,00	0,00	0,00	
	New	4,90	16,50	21,40	
19. Youth, Gender, Sport and Culture	Total	274,20	1 308,40	1 582,60	2,5%
	Ongoing	100,50	59,30	159,80	
	New	173,70	1 249,10	1 422,80	
20. Transport and Public Works	Total	4 240,20	5 308,00	9 548,20	14,9%
	Ongoing	767,40	447,30	1 214,70	
	New	3 521,80	5 025,70	8 547,50	
21. Communications, Knowledge and Technology	Total	960,00	730,00	1 690,00	2,6%
	Ongoing	830,00	640,00	1 470,00	
	New	130,00	90,00	220,00	
22. Defence and Security	Total	2 577,20	3 553,60	6 130,80	9,6%
	Ongoing	2 330,10	2 927,30	5 257,40	
	New	247,10	626,30	873,40	
23. Ethics and Integrity Directorate	Total	2,70	0,60	3,30	0,0%
	Ongoing	0,00	0,00	0,00	
	New	2,70	0,60	3,30	
24. Justice	Total	72,50	47,90	120,40	0,2%
	Ongoing	1,00	0,00	1,00	
	New	71,50	47,90	119,40	
25. Entrepreneurship	Total	836,00	937,00	1 773,00	2,8%
	Ongoing	281,00	339,00	620,00	
	New	555,00	598,00	1 153,00	
Grand Total	Total	29 449,56	34 657,21	64 106,77	100%
	Ongoing	19 856,88	18 110,16	37 967,04	
	New	9 592,68	16 547,05	26 139,73	

0100 NATIONAL ASSEMBLY

1.0 Modernisation of National Assembly Facilities and Services

Total Estimated Cost: P31.80 Million

The objective of the Programme is to develop infrastructure and facilitate associated services for the National Assembly. It covers refurbishment of the *Ntlo Ya Dikgosi* Chamber, improvement of security within Parliamentary precincts, computerisation and establishment of printing facilities for Parliament. It further entails preparing the Chamber to facilitate live broadcasting of proceedings, comprising installation of state-of-the-art studio, lights and production equipment.

Projects		2023/24	2024/25	Total Cost	Estimated
		PULA Million			
Ongoing	1.1 Parliament Security	1.50	1.50		3.00
	1.2 Refurbishment of Parliament Buildings	5.00	5.00		10.00
	1.3 Roll-out of <i>Botswana Speaks</i>	1.50	1.50		3.00
	1.4 Live Broadcasting	4.00	0.50		4.50
	1.5 Computerisation - National Assembly	1.50	3.80		5.30
Sub Total		13.50	12.30		25.80
New	1.6 <i>Ntlo Ya Dikgosi</i> Chamber	1.00	2.00		3.00
	1.7 Development and Implementation of the New Organisational Structure	2.00	1.00		3.00
Sub Total		3.00	3.00		6.00
Total Estimated Cost		16.50	15.30		31.80

0200 MINISTRY FOR STATE PRESIDENT

1.0 Consultancies

Total Estimated Cost: P116.00 Million

The Programme aims at procuring consultancies to assist in areas where there is lack of internal capacity or expertise. Several consultancies aimed at strengthening public sector efficiency and effectiveness and promoting good governance will be undertaken. The Programme will also cover the preparation of NDP 12.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 National Monitoring and Evaluation	5.00	10.00	15.00
	1.2 Project Management Consultancies	4.00	4.00	8.00
	1.3 Capacity Building - Reforms	5.00	5.00	10.00
	1.4 National Transformation Strategy	1.00	0.00	1.00
	1.5 NDP 12 Consultancies	6.00	4.00	10.00
Sub Total		21.00	23.00	44.00
New	1.6 Review National Population Policy of 2010	1.00	1.00	2.00
	1.7 Implementation of the Reset Agenda	5.00	5.00	10.00
	1.8 Office of the President Facilitation and Support	30.00	30.00	60.00
Sub Total		36.00	36.00	72.00
Total Estimated Cost		57.00	59.00	116.00

2.0 Computerisation

Total Estimated Cost: P413.40 Million

The objective of this Programme is to facilitate connectivity to the Government data network and the Government multimedia network. The Programme will also facilitate computerisation of the Ministry projects.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Village Connectivity	200.00	190.00	390.00
Sub Total		200.00	190.00	390.00
New	2.2 e-Cabinet	6.40	0.00	6.40
	2.3 Digitalisation – MSP and OP (Presidency)	10.00	3.00	13.00
	2.4 Digital Competency Framework	1.00	1.00	2.00
	2.5 Broadband Infrastructure and Utility Map	1.00	1.00	2.00
Sub Total		18.40	5.00	23.40
Total Estimated Cost		218.40	195.00	413.40

3.0 Infrastructure

Total Estimated Cost: P177.00 Million

The objective of this Programme is to provide suitable accommodation to the Presidency and District Administration offices across the country. The focus is on refurbishing the relevant facilities.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Refurbishment of State Guest Houses	21.00	0.00	21.00
	3.2 Refurbishment of Orapa House	20.00	15.00	35.00
	3.3 Refurbishment of District Administration Offices	15.00	6.00	21.00
Sub Total		56.00	21.00	77.00
New	3.4 Office of the President – Office Accommodation	50.00	50.00	100.00
Sub Total		50.00	50.00	100.00
Total Estimated Cost		106.00	71.00	177.00

4.0 Improvement to Broadcasting Services Total Estimated Cost: P402.00 Million

The objective of this Programme is to provide infrastructure for the media industry (radio and television) to enable the development of the creative industry and contribute to knowledge-based economy. Radio frequency upgrades, television equipment and transmission systems will be improved.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	4.1 Infrastructural Development for Radio and TV	60.00	70.00	130.00
	4.2 Facilitation of Creative Industry	140.00	132.00	272.00
Total Estimated Cost		200.00	202.00	402.00

5.0 Improvement to Botswana Public Service College (BPSC) Infrastructure Total Estimated Cost: P25.00 Million

The Programme aims to refurbish the dilapidated administration block and improve IT systems for enhanced learning.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	5.1 e-Learning Project	12.00	3.00	15.00
	5.2 Refurbishment of College Facilities	5.00	5.00	10.00
Total Estimated Cost		17.00	8.00	25.00

6.0 Social Protection and Disaster Preparedness

Total Estimated Cost: P52.00 Million

The Programme aims at setting up developmental strategies to tackle disaster occurrences in the country as well as formulating economic empowerment programmes for people with disabilities. It will include constructing and equipping disaster preparedness facilities.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	6.1 Risk and Vulnerability Assessment Study	2.00	2.00	4.00
	6.2 Construction of National Emergency Operations Centre	15.00	30.00	45.00
	6.3 Disability Economic Empowerment	1.50	1.50	3.00
Total Estimated Cost		18.50	33.50	52.00

7.0 Strengthening of Directorate of Intelligence and Security Services (DISS)

Total Estimated Cost: P737.20 Million

The Programme aims to provide the necessary infrastructure in order to assure an environment of peace and security. It will cover communications, IT equipment, infrastructure and consultancies.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	7.1 DISS Communications	38.00	38.00	76.00
	7.2 DISS Computer Equipment	60.00	60.00	120.00
	7.3 DISS Geospatial	10.00	7.00	17.00
	7.4 DISS Security Equipment	50.00	50.00	100.00
	7.5 DISS Infrastructure	162.70	158.50	321.20
	7.6 DISS Vehicles	21.50	21.50	43.00
	7.7 DISS Consultancies	30.00	30.00	60.00
Total Estimated Cost		372.20	365.00	737.20

8.0 Strengthening Directorate on Corruption and Economic Crime (DCEC) Capabilities

Total Estimated Cost: P15.40 Million

The objective of this Programme is to strengthen the DCEC's capabilities in investigating corruption, conducting public education and reinforcing corruption prevention initiatives within public entities. It will also focus on providing security and equipment as well as skills enhancement in order to respond to the complex and ever-evolving corruption environment.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	8.1 Technical Works Program	4.10	4.10	8.20
	8.2 DCEC Capacity Building (Enhance Skills and Equipment)	3.20	4.00	7.20
Total Estimated Cost		7.30	8.10	15.40

9.0 HIV/AIDS and Health Programmes

Total Estimated Cost: P195.00 Million

The Programme consists of complementary funding to the Global Fund and the US President's Emergency Plan for AIDS Relief (PEPFAR) which provides resources to the national response to HIV/AIDS, TB and Non-Communicable Diseases.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	9.1 Epidemiology Research and Surveillance	10.00	10.00	20.00
	9.2 Implementation of Treat All Strategy, PMTCT and Behaviour Change	53.00	50.00	103.00
	9.3 Strengthening TB and HIV Interventions and CCM Funding	36.00	36.00	72.00
Total Estimated Cost		99.00	96.00	195.00

10.0 Strengthening of the Office of the Auditor General

Total Estimated Cost: P17.50 Million

The Programme will cover procurement of software, construction of offices and review of the legal framework for Office of the Auditor General.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	10.1 Procurement of IDEA, Team Mate and Oracle Audit Vault Software	2.00	0.00	2.00
Sub Total		2.00	0.00	2.00
New	10.2 Review of Public Audit Act of 2012 (Legal Framework)	0.00	0.50	0.50
	10.3 Construction of Offices for the Auditor General Office	5.00	10.00	15.00
Sub Total		5.00	10.50	15.50
Total Estimated Cost		7.00	10.50	17.50

11.0 Strengthening of the Directorate of Public Service Management (DPSM)
Total Estimated Cost: P49.50 Million

The Programme aims at improving human resources management within the public service. This will cover the development of an information and decision support system on recruitment, deployment, development, retention as well as post-retirement counselling and empowerment.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	11.1 Development of a Strategic Workforce Planning and Roadmap for the Botswana Public Service	4.00	0.00	4.00
	11.2 DPSM Network ICT Infrastructure Upgrade	3.50	0.00	3.50
	11.3 Infrastructure Development for Assessment and Development Centres	2.00	10.00	12.00
	11.4 Oracle Human Capital Management (HCM) Upgrade and Enhancement	10.00	0.00	10.00
Sub Total		19.50	10.00	29.50
New	11.5 Comprehensive Restructuring of Ministries and Departments	10.00	10.00	20.00
Sub Total		10.00	10.00	20.00
Total Estimated Cost		29.50	20.00	49.50

0300 MINISTRY OF FINANCE

1.0 ICT Development

Total Estimated Cost: P170.30 Million

The objective of the Programme is to enhance the Ministry's information systems. The Programme caters for the upgrading of the Government Accounting and Budgeting System (GABS), procurement of IT equipment, e-procurement system, migration from cash to accrual-based accounting, enhancement of Integrated Procurement Management System (IPMS), and provision of Enterprise Resource Planning (ERP) solution. It will also provide for digitalization for the Ministry's parastatals.

Projects		2023/24	2024/25	Total Estimated Cost
Ongoing		PULA Million		
	1.1 e-Procurement	1.80	0.00	1.80
	1.2 Migration from Cash to Accrual-based Accounting	8.80	8.80	17.60
	1.3 Development Project Monitoring System	4.00	4.00	8.00
Sub Total		14.60	12.80	27.40
New	1.4 Relocation of FIA ICT	15.00	0.00	15.00
	1.5 GABS Upgrade	50.00	20.00	70.00
	1.6 Micro Computers	6.30	2.20	8.50
	1.7 Integrated Procurement Management System (IPMS)	0.00	2.00	2.00
	1.8 Provision of Enterprise Resource Planning (ERP)	2.50	0.80	3.30
	1.9 Public Procurement Management System (PPMS)	15.00	10.00	25.00
	1.10 FIA Digital Transformation Programme	2.00	5.00	7.00
	1.11 Digitalization of NBFIRA	2.10	10.00	12.10
Sub Total		92.90	50.00	142.90
Total Estimated Cost		107.50	62.80	170.30

2.0 Statistical Surveys and Studies Programme

Total Estimated Cost: P259.10

The aim of the Programme is to undertake, analyse and disseminate statistical surveys and studies. Amongst others, these will cover the Botswana Quarterly Multi-topic Survey, Informal Sector Survey, Botswana National Literacy Survey and Agricultural Census. It will also strengthen the National Statistical System (NSS) so that it can provide more reliable statistics for informing the national, regional and international development agendas.

Projects		2023/24	2024/25	Total Estimated Cost
Ongoing		PULA Million		
	2.1 Botswana Quarterly Multi-topic Household Survey	30.00	27.00	57.00
	2.2 National Strategy for Development of Statistics (NSDS)	9.40	9.00	18.40
	2.3 2022 Population and Housing Census	6.00	0.00	6.00
	2.4 ICT Household Surveys	1.30	18.10	19.40
	2.5 Agricultural Census	0.00	86.60	86.60
	2.6 CPI Rebasing	0.50	3.00	3.50
	2.7 National Accounts Rebasing	0.50	0.50	1.00
	2.8 Botswana National Literacy Programme Survey 2024	0.50	2.50	3.00
	2.9 Development of Official Statistics at Sectors	1.00	1.00	2.00
	2.10 Census of Enterprises and Establishment (CEE)	0.00	1.50	1.50
	2.11 Botswana Multi-topic Household Survey	2.00	55.00	57.00
	2.12 SDG Indicators and Coordination and Dissemination	1.80	1.90	3.70
Total Estimated Cost		53.00	206.10	259.10

3.0 Consultancies Programme Total Estimated Cost: P850.60 Million

The Programme aims to undertake consultancies to investigate key issues of strategic significance in order to inform planning and budgeting decisions. It is intended to finance research studies on financial inclusion and consultancies on Public Private Partnerships (PPP) as one of the alternative modes of programme and project delivery as well as address issues of money laundering. It will also cover the re-capitalisation of the National Development Bank (NDB) following a decision to transform it into a fully-fledged agricultural bank. The programme will also fund *Temo Letlotlo*, a crop-farming support scheme that will replace ISPAAD. *Temo Letlotlo* funds will be managed by NDB and will promote cluster farming, empower farmers to graduate out of the programme, create a comprehensive database of farmer profiles and develop a robust monitoring and evaluation system which was not in place in previous programmes.

Projects			2023/24	2024/25	Total Estimated Cost
Ongoing			PULA Million		
	3.1	Public Private Partnerships (PPP)	10.00	10.00	20.00
Sub Total			10.00	10.00	20.00
New	3.2	Finscope Study	5.00	0.00	5.00
	3.3	Collateral Registry	7.00	8.00	15.00
	3.4	Credit Reporting System	3.00	0.00	3.00
	3.5	Making Access to Financial Services Possible	1.00	0.00	1.00
	3.6	FATF Fourth AML/CFT Mutual Evaluation	0.10	1.00	1.10
	3.7	Establishment of a Research Section	3.00	2.50	5.50
	3.8	Recapitalisation of NDB	500.00	300.00	800.00
Sub Total			519.10	311.50	830.60
Total Estimated Cost			529.10	321.50	850.60

4.0 Infrastructure Development Programme

Total Estimated Cost: P229.50

The objective of this Programme is to provide for office space for the Ministry of Finance's sundry Departments and Agencies, refurbishment of headquarters for both the Ministry and the Public Procurement and Regulatory Authority (PPRA) as well as construction of an office building for the Financial Intelligence Agency (FIA). These projects will improve both public safety and access to services. The Programme will also cover the completion of the construction of the Machaneng Revenue Office.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1 Machaneng Revenue Office Block	0.50	0.00	0.50
	4.2 Construction of FIA Office Building	60.00	70.00	130.00
	4.3 Refurbishment of MoF Headquarters	30.00	30.00	60.00
	4.4 Refurbishment of PPRA Headquarters	39.00	0.00	39.00
Total Estimated Cost		129.50	100.00	229.50

0400 MINISTRY OF LABOUR AND HOME AFFAIRS

1.0 Computerisation Total Estimated Cost: P111.40 Million

The objective of the Programme is to develop a multi-faceted and secure Electronic National Identification System (e-NIS) that has the capability to produce national identification documents like national identity cards (*Omang*) and passports and facilitate online applications for residence permits and citizenship. It will also upgrade the Ministry's LAN and facilitate automation of labour administration functions.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Electronic Identification System (Biometric Identity Card)	50.00	35.00	85.00
	1.2 Online Application for Residence Permit	2.00	2.00	4.00
	1.3 LAN Upgrade	1.00	2.00	3.00
Sub Total		53.00	39.00	92.00
New	1.4 Online Application for Citizenship	2.00	2.00	4.00
	1.5 Procurement of ICT Equipment	1.00	1.00	2.00
	1.6 Automation of Labour Administration Functions	3.40	10.00	13.40
Sub Total		6.40	13.00	19.40
Total Estimated Cost		59.40	52.00	111.40

2.0 Facilities

Total Estimated Cost: P 93.00 Million

The aim of the Programme is to provide a secure environment for citizens, protect civil and national registration equipment, data and records as well as to assure business continuity.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Refurbishment of Block 8 Building	25.00	10.00	35.00
	2.2 MLHA Staff Housing	5.00	5.00	10.00
	2.3 MLHA Porta Cabins	0.00	3.00	3.00
Sub Total		30.00	18.00	48.00
New	2.4 MLHA Office Accommodation	0.00	15.00	15.00
	2.5 Off-Site Business Continuity Production Centre	10.00	20.00	30.00
Sub Total		10.00	35.00	45.00
Total Estimated Cost		40.00	53.00	93.00

3.0 Consultancies

Total Estimated Cost: P 27.80 Million

The aim of the Project is to undertake consultancy services for the establishment of an autonomous dispute resolution structure as well as workers' compensation and social protection schemes. The dispute resolution structure will aid better industrial relations while the two schemes will cushion employees against the adversity of workplace accidents, occupational diseases or death, retrenchments, invalidity, incapacity and loss of financial and material support. The proposed sub-projects listed below are deliverables under the Botswana Decent Work Country Programme 2020-2024.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	3.1 Transformation of Workers' Compensation System - Establishment of Worker's Compensation Fund	1.00	0.00	1.00
	3.2 Establishment of an Independent Dispute Resolution Structure	5.00	15.00	20.00
	3.3 Establishment of Social Insurance for the Workforce	5.00	0.00	5.00
	3.4 Construction of a Customised Facility for Overarching Occupational Health and Safety Authority	1.80	0.00	1.80
Total Estimated Cost		12.80	15.00	27.80

0500 MINISTRY OF AGRICULTURE

1.0 Agricultural Support Schemes Total Estimated Cost: P969.00 Million

The Ministry is implementing various programmes that have been designed to promote availability, accessibility, affordability, and sustainability of farming inputs in order to improve food security at national and household level and consequently reduce the food import bill. The Integrated Support Programme for Arable Agriculture Development (ISPAAD), has been extended for another year to support farmers with inputs while awaiting the launch of the new programme named *Temo Letlotlo*. The objective of *Temo Letlotlo* is to commercialise agriculture in order to make it more focused and productive. The Horticulture Support Fund was introduced after the closure of borders to support production and infrastructure development after the suspension of importation of some horticultural products. Drought subsidy covers feeds after drought has been declared.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1. 1 ISPAAD	300.00	0.00	300.00
	1.2 Livestock Management and Infrastructure Development (LIMID) II	130.00	130.00	260.00
	1.3 Livestock Support (Drought Subsidy)	30.00	0.00	30.00
	1.4 Horticulture Support	50.00	20.00	70.00
Sub Total		510.00	150.00	660.00
New	1.5 <i>Temo-Letlotlo</i> (Input Subsidy for Resource-poor Farmers)	144.00	165.00	309.00
Sub Total		144.00	165.00	309.00
Total Estimated Cost		654.00	315.00	969.00

2.0 Animal and Plant Diseases Control

Total Estimated Cost: P175.00 Million

The objective of the Programme is to prevent and control Foot and Mouth Disease and other contagious diseases, which have potential to undermine livelihoods at household and national level. Therefore, this Programme will facilitate compliance to international standards set by the World Organization of Animal Health on effective animal and animal-product traceability and disease surveillance as well as maintenance of cordon fences.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Control and Eradication of Foot and Mouth Disease	25.00	40.00	65.00
	2.2 Emergency Animal and Plant Diseases Control.	5.00	5.00	10.00
Sub Total		30.00	45.00	75.00
New	2.3 Cordon Fences	50.00	50.00	100.00
Sub Total		50.00	50.00	100.00
Total Estimated Cost		80.00	95.00	175.00

3.0 Infrastructure Development

Total Estimated Cost: P1, 065.00 Million

The objective of the Programme is to provide agricultural infrastructure and services in order to improve productivity. Consequently, roads, telecommunications, electricity and water infrastructure will be provided to production areas.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Refurbishment of Bee-keeping Multiplication Centre (Ramatlabama)	1.00	5.00	6.00
	3.2 Palapye Water Irrigation	9.00	3.00	12.00
	3.3 Zambezi Agro-commercial Development	3.00	5.00	8.00
	3.4 Refurbishment of Ramatlabama AI	50.00	50.00	100.00
	3.5 Construction of Service Centres	20.00	20.00	40.00
	3.6 Construction of Staff Houses	0.20	0.20	0.40
	3.7 Construction of Integrated Offices	2.00	0.00	2.00
	3.8 Dairy Farming Support (Pitsane and Serowe)	1.00	0.00	1.00
	3.9 Beef Cluster Initiatives	2.70	3.00	5.70
	3.10 Provision of Abattoirs and Processing Plant (Mmasebotse)	2.00	4.00	6.00
	3.11 Management of Pests of Economic Importance	3.30	3.60	6.90
	3.12 Construction of Agricultural Infrastructure in Production Areas	70.00	50.00	120.00
	3.13 Maintenance of Agric. Extension Offices	9.00	5.00	14.00
	3.14 Refurbishment of MoA Headquarters	2.00	45.00	47.00
	3.15 Kang Hatchery	3.00	2.00	5.00
Sub Total		178.20	195.80	374.00
New	3.16 Establishment of Meat Industry Regulatory Authority (MIRA)	20.00	20.00	40.00
	3.17 Refurbishment of Irrigation Systems	9.00	5.00	14.00
	3.18 Small Stock Development (Mantshwabisi, Impala)	20.00	20.00	40.00
	3.19 <i>Temo-Letlotlo</i> ; (Cluster Infrastructure Development at Masunga, Leshibitse, Mookane, Malwelwe and Kgoro)	268.00	309.00	577.00
	3.20 Crop Management System Development	20.00	0.00	20.00
Sub Total		337.00	354.00	691.00
Total Estimated Cost		515.20	549.80	1,065.00

4.0 Computerisation Total Estimated Cost: P68.00 Million

The objective of the Programme is to enhance the animal and animal-product traceability system. It will also provide end-to-end electronic solution for agricultural services.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1 Animal Information and Traceability System	30.00	30.00	60.00
	4.2 Agricultural Information Management System	1.00	5.00	6.00
Sub Total		31.00	35.00	66.00
New	4.3 Procurement of Drones (Tracking and Monitoring)	2.00	0.00	2.00
Sub Total		2.00	0.00	2.00
Total Estimated Cost		33.00	35.00	68.00

5.0 Climate Change Resilience

Total Estimated Cost: P25.00 Million

The Programme aims to address land degradation through strengthening institutions, support systems, ecosystem services, biodiversity and regenerative grazing in order to reduce greenhouse gases, and ultimately promote green livestock value chain. It will also manage land pollutants as a means of contributing to the achievement of national priorities such as food and water security while ensuring long-term sustainability and safeguarding livelihoods.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	5.1 Management of Obsolete Pesticides and Containers	2.00	1.00	3.00
Sub Total		2.00	1.00	3.00
New	5.2 Green Climate Resilience-Communal Rangelands Restoration	10.00	10.00	20.00
	5.3 Land Degradation Evaluation and Husbandry	1.00	1.00	2.00
Sub Total		11.00	11.00	22.00
Total Estimated Cost		13.00	12.00	25.00

6.0 Research Support Programme Total Estimated Cost: P122.00 Million

The Programme aims to conduct high-quality, needs-based research and development across the whole agricultural value chain for optimal beneficiation and commercialization. It will improve data collection, analysis and dissemination of information in order to facilitate increased agricultural productivity.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	6.1 NARDI Research and Development	60.00	60.00	120.00
Sub Total		60.00	60.00	120.00
New	6.2 Agricultural Sector Statistics Planning	1.00	1.00	2.00
Sub Total		1.00	1.00	2.00
Total Estimated Cost		61.00	61.00	122.00

7.0 Botswana Meat Commission Finances Total Estimated Cost: P15.00 Million

The Programme aims to improve the Botswana Meat Commission's (BMC) production efficiency. It will cover the construction of the Maun Effluent Treatment Plant, which is an integral part of production processes with relevance to wastewater at BMC Maun.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	7.1 Maun BMC Support	15.00	0.00	15.00
Total Estimated Cost		15.00	0.00	15.00

0600 MINISTRY OF EDUCATION AND SKILLS DEVELOPMENT

1.0 Computerisation Total Estimated Cost: P797.00 Million

The Programme aims to facilitate education planning for pre-primary to tertiary education through the use of the Education Management Information System (EMIS) as well as provision of ICT devices to learners from upper primary to senior secondary. It will further implement the National Labour Market Information System (LMIS) to help map available skills and needs in order to guide human resource development.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1. Education Management Information System	15.00	25.00	40.00
	1.2. Labour Market Information System	25.00	15.00	40.00
	1.3. Schools Digitalisation	350.00	350.00	700.00
Sub Total		390.00	390.00	780.00
New	1.4. ICT Equipment	0.00	10.00	10.00
	1.5 Enterprise Resource Management System	2.00	5.00	7.00
Sub Total		2.00	15.00	17.00
Total Estimated Cost		392.00	405.00	797.00

2.0 Secondary Education

Total Estimated Cost: P760.00 Million

In line with the Education and Training Sector Strategic Plan (ETSSP), the Programme aims to provide quality, efficient, equitable and relevant education to all. It will cover maintenance and expansion of both junior and senior secondary schools; teachers' accommodation; as well as electrification of primary schools country-wide.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1. Schools Power Upgrading	5.00	5.00	10.00
	2.2. Maintenance of Senior Secondary Schools	75.00	60.00	135.00
	2.3. Maintenance of Burnt Facilities	20.00	20.00	40.00
	2.4. Moeng College Pathways	10.00	15.00	25.00
	2.5. Maintenance of Junior Secondary Schools	75.00	75.00	150.00
	2.6. Secondary Schools Staff Housing	60.00	60.00	120.00
	2.7. Secondary Schools Expansion	100.00	100.00	200.00
Sub Total		345.00	335.00	680.00
New	2.8. Construction of New Junior Secondary Schools	20.00	20.00	40.00
	2.9. Construction of New Senior Secondary Schools	20.00	20.00	40.00
Sub Total		40.00	40.00	80.00
Total Estimated Cost		385.00	375.00	760.00

3.0 Special Education Total Estimated Cost: P15.00 Million

The Programme covers the construction of centres with appropriate infrastructure which shall enrol children with severe to profound intellectual and multiple disabilities in order to bridge existing gaps in the provision of education and ensure that all learners enjoy the right to education.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	3.1. Expansion of Children's Resource Centre - Tlokweng	0.00	5.00	5.00
	3.2. Centre for Severe and Multiple Disabilities (Kang)	0.00	10.00	10.00
Total Estimated Cost		0.00	15.00	15.00

4.0 Consultancies Total Estimated Cost: P35.00 Million

The Programme aims to facilitate implementation of inclusive and outcome-based education. It will cover the review of the general education curriculum at primary and junior secondary levels to support outcome-based education in line with the Education and Training Sector Strategic Plan (ETSSP). Furthermore, learners will be profiled to align their competences with their interests.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1. Review of General Education Curriculum	10.00	5.00	15.00
Sub Total		10.00	5.00	15.00
New	4.2. Learner Profiling	10.00	10.00	20.00
Sub Total		10.00	10.00	20.00
Total Estimated Cost		20.00	15.00	35.00

5.0 Botswana Examinations Council (BEC) Total Estimated Cost: P48.20 Million

The Project aims to transform the Botswana Examination Council (BEC), into a high-performance organisation in order to accommodate its expanded mandate to include early childhood education, out-of-school education and training, as well as technical and vocational education and training (TVET). It covers the development of an assessment system aligned to the National Credit and Qualifications Framework (NCQF) as well as the development of policies, regulations, structures and systems that will ensure its operationalization.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	5.1 BEC Transformation	26.60	21.60	48.20
Total Estimated Cost		26.60	21.60	48.20

6.0 Education Facilities Total Estimated Cost: P10.00 Million

The Programme aims to refurbish the Mochudi Multi-media Centre to support the Schools Digitalisation Project, rehabilitate water reticulation and sewage networks at schools as well as connect some schools to the sewer network.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	6.1. Refurbishment of Mochudi Multi-media Centre	0.00	10.00	10.00
Total Estimated Cost		0.00	10.00	10.00

7.0 Tertiary Education Facilities

Total Estimated Cost: P75.00 Million

This Programme aims to expand all colleges of education and institutes of health sciences; carry out maintenance work on existing facilities, ranging from staff houses to administration blocks and multi-purpose halls, in order to address shortage of accommodation.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	7.1. Maintenance of Tertiary Education Facilities	20.00	30.00	50.00
Sub Total		20.00	30.00	50.00
New	7.2. Expansion of Tertiary Education Facilities	10.00	15.00	25.00
Sub Total		10.00	15.00	25.00
Total Estimated Cost		30.00	45.00	75.00

8.0 Brigades and Skills Centres

Total Estimated Cost P88.50 Million

The objective of this Programme is to carry out maintenance work on facilities and procure equipment to provide quality, efficient and relevant vocational training education. The Programme will also cover the construction and expansion of vocational training facilities. Its ultimate aim is to increase uptake of vocational training and skills development through rapid skills centres as well as ensure that the curriculum is relevant to the needs of the economy.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	8.1. Brigades Workshop Equipment	9.00	0.00	9.00
	8.2. Maintenance of Brigades	30.00	30.00	60.00
Sub Total		39.00	30.00	69.00
New	8.3. New Rapid Skills Centres	2.00	5.00	7.00
	8.4. Construction of CITF Head Office	2.00	4.00	6.00
	8.5. Expansion of Satellite Centres	2.50	4.00	6.50
Sub Total		6.50	13.00	19.50
Total Estimated Cost		45.50	43.00	88.50

9.0 Botswana University of Agriculture and Natural Resources (BUAN)
Centre for Integrated Aquatic and Agricultural Farming
Total Estimated Cost: P40.00 Million

The aim of this programme is to develop adaptive home-grown technologies aimed at supporting integrated aquaculture models for Botswana. These models will be tested at BUAN in collaboration with other local institutions like BITRI, BIUST, UB and the Botswana National Food Technology Research Centre. The facility will be used as a centre to demonstrate integrated aquatic and agriculture farming before upscaling the technology for commercialisation.

The programme will also cover the development of Sebele Biocity which will create a biosciences driven economic zone, to support the educational, research, development, innovation and commercialization environment for aquatic and agriculture farming in Botswana.

	Projects	2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	9.1. Fisheries Centres of Excellence	0.00	10.00	10.00
	9.2. Construction of Sebele Bio-city and Research Labs	5.00	25.00	30.00
Total Estimated Cost		5.00	35.00	40.00

0700 MINISTRY OF TRADE AND INDUSTRY

1.0 Infrastructure Development Total Estimated Cost: P199.00 Million

The objective of this Programme is to provide infrastructure development for trade and investment promotion and services. The envisaged development projects will contribute towards local enterprise development and drive an export-led economy.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Special Economic Zones Common Facilities - Pandamatenga Silos	30.00	20.00	50.00
	1.2 Mathathane Village-Platjan Post Road (European Union Funding)	20.00	100.00	120.00
Sub Total		50.00	120.00	170.00
New	1.3 Installation of SSKIA Investor Factory Shells (PPP)	9.00	20.00	29.00
Sub Total		9.00	20.00	29.00
Total Estimated Cost		59.00	140.00	199.00

2.0 Computerization Total Estimated Cost: P16.00 Million

The objective of the Programme is to provide an information management system for the Ministry as well as to facilitate connectivity to the SPEDU region. It also covers digitalization to facilitate online business services.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Upgrade of MTI Management Information System	4.00	4.00	8.00
Sub Total		4.00	4.00	8.00
New	2.2 Promote Digital Business Transformation – IP Model Office	4.00	4.00	8.00
Sub Total		4.00	4.00	8.00
Total Estimated Cost		8.00	8.00	16.00

3.0 Doing Business Reforms

Total Estimated Cost: P98.60 Million

The Programme aims to accelerate ease of doing business to improve Botswana's doing-business environment and thus attract both domestic and foreign investors into various sectors of the economy. It will cover provision of tailor-made business advisory services, mentoring and reform the trade and industry policy landscape.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Transactional Advisory Services For Special Economic Zones	10.00	10.00	20.00
	3.2 Development of e-Commerce Strategy for Botswana.	3.00	2.00	5.00
	3.3 Implementation of the Doing Business Roadmap	1.00	2.00	3.00
Sub Total		14.00	14.00	28.00
New	3.4 Development of Accreditation Laboratories and Standards	1.00	3.00	4.00
	3.5 Implement National Export Strategy and Botswana Exporter Development Programme to Grow and Diversify Exports	0.30	0.30	0.60
	3.6 Trade and Industry Economic Research and Policy Reforms	3.00	3.00	6.00
	3.7 Industrial Upgrading and Modernization Programme	20.00	40.00	60.00
Sub Total		24.30	46.30	70.60
Total Estimated Cost		38.30	60.30	98.60

0800 MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

1.0 Social Welfare Programmes

Total Estimated Cost: P1 762.50 Million

This Programme aims to provide social welfare through social safety nets, empowerment schemes for remote areas as well as community projects that are intended to graduate beneficiaries from reliance on government hand-outs. It will also create a platform for automation of social protection services.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Development of Single Social Registry	6.50	6.00	12.50
	1.2 <i>Ipelegeng</i> Program	633.00	633.00	1,266.00
	1.3 Construction of Destitute Houses (16 Districts)	120.00	120.00	240.00
	1.4 RADP Early Childhood Development	4.00	9.00	13.00
	1.5 RADP Community Projects	5.00	15.00	20.00
	1.6 Procurement of Reception Class Equipment – Backlog	20.00	20.00	40.00
Sub Total		788.50	803.00	1,591.50
New	1.7 Refurbishment of Food Relief Services Warehouses, Offices and Ablution Blocks (Tsabong, Charleshill)	12.00	12.00	24.00
	1.8 Implementation of District Local Economic Development Strategies and Plans	10.00	10.00	20.00
	1.9 Procurement of All-terrain Bus (North West, Ghanzi and Kgalagadi)	6.00	6.00	12.00
	1.10 Rural Development Council Projects	30.00	15.00	45.00
	1.11 Digitalization of Social Protection System	20.00	50.00	70.00
Sub Total		78.00	93.00	171.00
Total Estimated Cost		866.50	896.00	1,762.50

2.0 Local Government Infrastructure and Services

Total Estimated Cost: P4, 034.10 Million

The Programme seeks to provide and maintain existing internal roads infrastructure in villages and towns to facilitate ease of doing business.

The Constituency Community Project (CCP) will focus on the development of village internal roads, with particular preference for local contractors, in order to stimulate local economies countrywide. The Programme will also cover the implementation of the Botswana's Strategy on Waste Management which is premised on a linear economy where goods are produced, used, and disposed of with no benefits to the economy. Thus it entails the promotion of the circular economy concept where a good proportion of waste is reclaimed, recycled and reused.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Implementation of Green Technology Toilets	1.50	0.00	1.50
	2.2 Constituency Community Program	570.00	610.00	1,180.00
Sub Total		571.50	610.00	1,181.50
New	2.3 Gaborone City Transfer Station and Sorting Centre	10.00	20.00	30.00
	2.4 Village Infrastructure Development (Construction of Internal Roads to Bitumen Standard, Tlokweng 25km)	59.00	100.00	159.00
	2.5 Village Infrastructure Development (Construction of Internal Roads to Bitumen Standard, Mogoditshane 25km)	58.00	100.00	158.00
	2.6 China-aided roads - Construction of Legolo Road and Associated Drainage Works	44.00	0.00	44.00
	2.7 China-aided Roads - Construction of 9km Road from Mmopane to Block 8)	42.00	0.00	42.00
	2.8 Development of District Waste Management Plans (Consultancy)	3.00	3.00	6.00
	2.9 Waste Information Management System	8.00	0.00	8.00
	2.10 Maintenance and Upgrading of Internal Roads	117.00	325.00	442.00
	2.11 Village Infrastructure (Expansion of Main Village Roads) and Construction of Internal Roads to Bitumen Standard with	50.00	800.00	850.00

Stormwater Drainage and Solar Street-lighting in Molepolole (25km), Kanye (25km), Serowe (25km), Maun (25km), Palapye(25km) and Ramotswa (25km)			
2.12 Village Infrastructure (Design and Construction of Internal Roads and Stormwater Drainage and Solar Street-lighting in Letlhakane (25 km), Mabutsane (25 km), Mmadinare (25 km) and Mmathubudukwane (25 km)	70.00	250.00	320.00
2.13 Village Infrastructure (Design and Construction of Stormwater Drainage Master Plan) in Mahalapye, Francistown, Gaborone, Thamaga	50.00	430.00	480.00
2.14 Consultancy Services for Construction/Upgrading of Bus Ranks and Truck Inns: Mahalapye (Truck Inn), Francistown (Rank), Gaborone (Rank), Maun (Rank), Nata (Truck Inn) Kang (Truck Inn) and Palapye (Truck Inn)	15.00	20.00	35.00
2.15 Installation of Solar Street-lighting along Existing Infrastructure	10.00	30.00	40.00
2.16 Landfill Equipment	24.30	24.30	48.60
2.17 Waste Management Infrastructure	30.00	30.00	60.00
2.18 Introduction of Separation of Waste from Source in Seven (7) Districts: Maun, Gaborone, Francistown, Selebi Phikwe, Kasane, Lobatse and Jwaneng.	0.00	130.00	130.00
Sub Total	590.30	2,262.30	2,852.60
Total Estimated Cost	1,161.80	2,872.30	4,034.10

3.0 Development of Primary Education Services

Total Estimated Cost: P 1,721.27 Million

The Programme aims to address some of the recommendations of the Revised National Policy on Education, which advocates for a classroom/ratio of 30 pupils to one teacher (30:1) in all public schools in line with Government priority on education and human capital development. The Programme provides for new and additional facilities like primary schools, eradication of facilities backlog and construction of recreational facilities. The Programme will also cover electrification of schools in villages which recently benefited from the National Rural Electrification Project or from solar power where the BPC grid is accessible.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Purchase of Tablets for Primary Schools	15.00	15.00	30.00
	3.2 Construction of New Primary Schools (Gaborone (2), Kweneng (2), Southern (2), Central, North West (2), Kgatleng (1) and Francistown (1))	350.00	200.00	550.00
	3.3 Primary School Facilities Backlog Eradication (Countrywide)	105.40	105.40	210.80
	3.4 Maintenance Of Primary Schools	74.00	0.00	74.00
Sub Total		544.40	320.40	864.80
New	3.5 Construction of New Primary Schools (KgwaKgwe, Letoreng, Lentsweletau, Kopong, Gumare, Mahalapye, Ramokgonami, Borolong, Shashemooke, Goodhope, Moshupa, Tlokweng, Ghanzi, Charleshill, Gaborone (Block 10), Chadibe (Tswapong), Tsetsebjwe, Tonota and Molepolole	160.00	190.67	350.67
	3.6 Primary School Facilities Backlog Eradication (Countrywide)	105.40	105.40	210.80
	3.7 Maintenance Of Primary Schools	74.00	200.00	274.00
	3.8 Construction of Reception Classes	7.00	14.00	21.00
Sub Total		346.40	510.07	856.47
Total Estimated Cost		890.80	830.47	1,721.27

4.0 Tribal Administration Infrastructure Development

Total Estimated Cost: P387.60 Million

The Programme will cover construction and extension of customary courts and Department of Tribal Administration offices - which will include electrification and networking. It will also cover restructuring of seven (7) District Councils, being Central, Southern, Kweneng, North West, South East, Kgalagadi and Ghanzi. The restructuring exercise is meant to achieve administrative expediency and enhance citizens' participation by transferring decision-making powers and resources to local governments.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1 Construction of Customary Court Offices in Molepolole, Maun and Mochudi	42.00	68.00	110.00
	4.2 Networking of Customary Courts	8.00	0.00	8.00
	4.3 Restructuring of Councils	75.00	50.00	125.00
Sub Total		125.00	118.00	243.00
New	4.4 Electrification of Customary Courts (Bothatogo, Khwai, Qwangwa, Habu, Xai Xai, Chukumuchu, Ghani, Tobera, Tshwaane, Lefhoko, Mokgenene, Ngwatle, Xhwaga and Danega)	9.60	6.00	15.60
	4.5 Expansion of Type 3 Customary Court Offices (Letlhakane and Shakawe)	8.00	8.00	16.00
	4.6 Expansion of Type 2 Customary Court Offices (Etsha 6, Sepopa, Seronga, Matopi, Mulambakwena, Gambule, Patayamatebele, Pole, Eretsha, Somelo, Kajaja, Matsaudi, Sekondomboro, Tsodilo, Nxaraga, Mkgacha, Xhaoga, Legothwane, Nokaneng, Qhorotsha, Lobatse, Charles Hill, Kole, McCarthys Rust, Ngwatle, Ncaang, Monong, Sefhophe, Francistown (Phase 4), Francistown (Gerald), Selebi Phikwe, Kachikau, Parakarungu, Lentsweletau, Kazungula, Mabele, Kavimba, Satau, Lesoma, Hatsalatladi, Pandamatenga, Mmopane, Tshootsha, Ncojane, Karakubis, Kacgae, West Hanahai (Ghanzi), Rakops, Ramokgonami)	17.00	18.00	35.00

	and Pitsane)			
	4.7 Computerization of <i>Kgotla</i> Facilities	30.00	30.00	60.00
Sub Total		64.60	62.00	126.60
Total Estimated Cost		189.60	180.00	369.60

1000 MINISTRY OF MINERALS AND ENERGY

1.0 Electricity Generation, Transmission and Distribution Total Estimated Cost: P2,953.40 Million

The Programme aims at doubling the current generating capacity of 732MW (Morupule A and B thermal power stations) and combining it with the development of new power generation plants with a total generation capacity of 795MW, as well as improving transmission and distribution networks. The Programme is packaged into three components:

1.1 Electricity Generation Total Estimated Cost: P1, 143.40 Million

This will entail remediation works for Morupule B and construction of new power generation plants that will be connected to the existing electricity grid.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1.1 Renewable Energy Projects (Solar- and Wind-powered Projects)	5.00	10.00	15.00
	1.1.2 10-100MW Coal Bed Methane Power Plants	5.00	5.00	10.00
	1.1.3 300MW Coal-fired Power Plant (IPP)	6.00	6.00	12.00
	1.1.4 Morupule B Remedial Works	0.20	0.20	0.40
	1.1.5 Botswana Power Corporation Support	500.00	500.00	1,000.00
Sub Total		516.20	521.20	1,037.40
New	1.1.6 Off-grid Solar Solutions Programme	50.00	0.00	50.00
	1.1.7 Botswana Electricity Supply Industry (ESI) Reform Study	10.00	0.00	10.00
	1.1.8 Licensee and Energy Regulatory Management System	5.00	13.00	18.00
	1.1.9 Power Sector Reforms Strategy	13.00	11.00	24.00
	1.1.10 Botswana Energy Master Plan	4.00	0.00	4.00
Sub Total		82.00	24.00	106.00
Total Estimated Cost		598.20	545.20	1,143.40

1.2 Electricity Transmission Infrastructure Project

Total Estimated Cost: P1, 545.00 Million

The development of electricity transmission infrastructure project will increase grid access and address network reliability in areas where network performance is below the desired standard.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.2.1 Transmission Backbone (Mochudi and Tlokweng)	5.00	0.00	5.00
Sub Total		5.00	0.00	5.00
New	1.2.2 Distribution Network Reinforcement	100.00	300.00	400.00
	1.2.3 ZIZABONA Study	5.00	5.00	10.00
	1.2.4 Cross-border Electricity Supply Project	100.00	500.00	600.00
	1.2.5 North West Transmission Grid Connection (NWTGC) Phase 2	50.00	150.00	200.00
	1.2.6 BOSA Interconnector	30.00	150.00	180.00
	1.2.7 Morupule-Isang	0.00	50.00	50.00
	1.2.8 Smart Grid And Advanced Metering	25.00	75.00	100.00
Sub Total		310.00	1,230.00	1,540.00
Total Estimated Cost		315.00	1,230.00	1,545.00

1.3 Distribution Networks Project

Total Estimated Cost: P250.00 Million

In addition to connecting gazetted settlements, the Rural Village Electrification and Network Expansion Programme will be continued in places where growth of settlements has outgrown the national electricity grid.

Project		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.3.1. Rural Village Electrification and Network Extensions	50.00	200.00	250.00
Total Estimated Cost		50.00	200.00	250.00

2.0 National Security of Petroleum Supply

Total Estimated Cost: P920.00 Million

The Programme aims to develop more strategic storage facilities and expand existing ones to improve strategic stock-holding capacity for petroleum products. Expanded capacity will translate into a minimum of 60 days of national strategic stock cover.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Tshele Hills Oil Storage	10.00	20.00	30.00
	2.2 Francistown Depot Expansion	400.00	300.00	700.00
	2.3 Ghanzi Depot	30.00	120.00	150.00
	2.4 Cross-border Multi-product Supply Pipeline	5.00	10.00	15.00
Sub Total		445.00	450.00	895.00
New	2.5 Ikaegeng XTL Project	10.00	15.00	25.00
Sub Total		10.00	15.00	25.00
Total Estimated Cost		455.00	465.00	920.00

3.0 Research and Development

Total Estimated Cost: P156.20 Million

The objective of the Programme is to provide data that will facilitate project identification, assessment and exploitation of minerals and other commodities. It will also explore, inventorise and develop mineral resources for sustained economic growth as well as improve energy efficiency.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Natural Capital Accounting (Energy Accounts)	15.00	15.00	30.00
	3.2 Interpretation of Aeromagnetic Geoscience Data	15.00	15.00	30.00
	3.3 Diamond Beneficiation Study	2.00	2.00	4.00
	3.4 Waste to Energy (Rolling Out of Biogas)	10.00	3.20	13.20
	3.5 National Integrated Geoscience Information System (NIGIS)	5.00	0.00	5.00
Sub Total		47.00	35.20	82.20
New	3.6 Mineral Resource Development, Exploitation and Value Chain (Beneficiation) Strategy	5.00	10.00	15.00
	3.7 Core shed for the Storage of Exploration Geoscience Drill Cores (Gumare)	5.00	5.00	10.00
	3.8 Recapitalization and Commercialization of Botswana Geoscience Institute (BGI) Labs	20.00	25.00	45.00
	3.9 National Geochem Survey	4.00	0.00	4.00
Sub Total		34.00	40.00	74.00
Total Estimated Cost		81.00	75.20	156.20

4.0 Mining and Minerals Governance

Total Estimated Cost: P132.00 Million

The Project aims to rehabilitate old mines and undertake environmental studies that will facilitate rehabilitation of the Selebi Phikwe region.

Projects		2023/24	2024/25	Total Estimated Cost
Ongoing		PULA Million		
	4.1. Rehabilitation of Mines (Rehabilitation of Moshana and Old Francistown Mines)	6.00	6.00	12.00
Sub Total		6.00	6.00	12.00
New	4.2 Rehabilitation of the Selebi Phikwe Region	20.00	100.00	120.00
Sub Total		20.00	100.00	120.00
Total Estimated Cost		26.00	106.00	132.00

1100 MINISTRY OF HEALTH

1.0 Vehicle Fleet Expansion Total Estimated Cost: P40.00 Million

The objective of the Programme is to increase the Ministry vehicle fleet in line with the upgrading and construction of new hospitals across the spectrums of secondary, tertiary and quaternary health services. The Programme provides for procurement of ambulances, mini-buses, pick-ups and saloon cars to facilitate the smooth running of health facilities.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	2.1 Ambulance Fleet	10.00	10.00	20.00
	2.2 Non-ambulance Fleet	10.00	10.00	20.00
Total Estimated Cost		20.00	20.00	40.00

2.0 Computerisation Total Estimated Cost: P113.00 Million

The objective of the Programme is to establish a centralised Electronic Medical Records System that will make it possible for clinicians to access patients' record or history irrespective of the location. Implementation of this e-health System, which is intended to eliminate use of paper-based medical cards/records, is underway. The new projects include digitalisation of health services project and ICT infrastructure development.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Quality Information Management System	10.00	9.00	19.00
	1.2 e-Health (Electronic Medical Records)	12.00	15.00	27.00
Sub Total		22.00	24.00	46.00
New	1.3 Digitalization of Health Services Project	20.00	20.00	40.00
	1.4 ICT Infrastructure Development	17.00	10.00	27.00
Sub Total		37.00	30.00	67.00
Total Estimated Cost		59.00	54.00	113.00

3.0 Consultancies

Total Estimated Cost: P4.20 Million

The objective of the Programme is to procure consultancy services for the development of a health financing strategy, health care standards and research on COVID-19. It will be undertaken with the assistance of development partners who will augment the Ministry's internal capacity.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Development of Health Care Standards	1.70	0.00	1.70
Sub Total		1.70	0.00	1.70
New	3.2 Research Study on COVID-19	1.50	0.50	2.00
	3.3 Health Financing Strategy	0.50	0.00	0.50
Sub Total		2.00	0.50	2.50
Total Estimated Cost		3.70	0.50	4.20

4.0 Hospital Services

Total Estimated Cost: P1 109.00 Million

The Programme is aimed at facilitating construction, upgrading and refurbishing of health facilities. It will cover a number of ongoing projects and those to be delivered through the PPP model. Among the facilities to be covered are Moshupa Hospital and staff housing, Shakawe Primary Hospital and staff housing, Rakops Operating Theatre, old Maun and Scottish hospitals, BoMRA Laboratory and Offices, DRM and Kanye Hospital, Kasane, Palapye and Bobonong hospitals.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1 Moshupa Hospital	100.00	50.00	150.00
	4.2 Construction of Tutume Hospital	20.00	100.00	120.00
	4.3 Construction of Gumare Hospital Level 1	20.00	100.00	120.00
	4.4 Shakawe Primary Hospital and Staff Houses	30.00	2.00	32.00
	4.5 Refurbishment of Old Hospitals	10.00	0.00	10.00
	4.6 Rakops Operating Theatre	10.00	0.00	10.00
	4.7 Construction of BoMRA Lab and Offices	10.00	10.00	20.00
Sub Total		200.00	262.00	462.00
New	4.8 Construction of Kasane Hospital	10.00	10.00	20.00
	4.9 Construction of Letlhakane Hospital	10.00	10.00	20.00
	4.10 Construction of Kanye Hospital	10.00	10.00	20.00
	4.11 Upgrading of Palapye Primary Hospital	10.00	10.00	20.00
	4.12 Upgrading of DRM Hospital	0.00	10.00	10.00
	4.13 Refurbishment of Athlone Hospital	10.00	15.00	25.00
	4.14 Refurbishment of Sbrana Psychiatric Hospital	0.00	20.00	20.00
	4.15 Refurbishment of Referral Hospitals (Princess Marina and Nyangabgwe)	50.00	60.00	110.00
	4.16 Refurbishment of Selebi Phikwe Hospital	10.00	10.00	20.00

	4.17 Refurbishment of Mmadinare Primary Hospital (TB Ward)	0.00	15.00	15.00
	4.18 Francistown TB Laboratory Expansion	7.00	0.00	7.00
	4.19 Ghanzi Hospital Laboratory Expansion	0.00	10.00	10.00
	4.20 Construction of Primary Hospital Level 1 (Lerala)	100.00	150.00	250.00
Sub Total		217.00	330.00	507.00
Total Estimated Cost		517.00	519.00	1109.00

5.0 Primary Health Care Services

Total Estimated Cost: P866.00 Million

The objective of the Programme is to improve access to quality primary health care services. The Programme entails upgrading and constructing primary facilities, and providing related medical equipment and furniture, ambulances and staff housing. There will be focus on completing the construction of clinics and upgrading of health posts to clinics with or without maternity services.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	5.1 Electrification of Primary Health Facilities	17.00	10.00	27.00
	5.2 North West Ngami Staff Housing	7.00	0.00	7.00
	5.3 Upgrading to Clinic With Maternity Services - Sepopa	5.00	0.00	5.00
	5.4 Upgrading to Clinic Without Maternity Services - Makgophana	2.00	0.00	2.00
	5.5 Upgrading to Clinic Without Maternity Services - Ngarange	6.00	0.00	6.00
	5.6 Upgrading to Clinic Without Maternity Services -Toteng	1.00	0.00	1.00
	5.7 Upgrading to Clinic With Maternity Services - D'Kar Health Post	10.00	10.00	20.00
	5.8 Construction of New Health Post in Borotsi in Mahalapye-Sefhare Constituency	3.00	0.00	3.00
	5.9 Upgrading of Kauxwi Health Post to a Clinic without Maternity Services	4.00	3.00	7.00
	5.10 Upgrading of Dibete Health Post to a Clinic with Maternity Services	15.00	2.00	17.00
	5.11 Upgrading of Maboane Clinic	7.00	1.00	8.00

	5.12 Upgrading to Clinic with Maternity Services - Kumakwane	5.00	6.00	11.00
	5.13 Upgrading of Makalamabedi Clinic	8.00	1.00	9.00
	5.14 Public Officers Housing Initiative (POHI)	10.00	10.00	20.00
	5.15 Upgrading Letlhakeng Clinic to Level 1 Primary Hospital	10.00	10.00	20.00
	5.16 Upgrading of Maunatlala Clinic	8.00	10.00	18.00
	5.17 Construction of Staff Houses	10.00	50.00	60.00
	Sub Total	128.00	113.00	241.00
New	5.18 Construction of Zwenshambe Clinic without Maternity Services	5.00	30.00	35.00
	5.19 Construction of Mosetse Clinic without Maternity Services	3.00	30.00	33.00
	5.20 Construction of Semitwe Clinic without Maternity Services	2.00	30.00	32.00
	5.21 Construction of Port Health Staff Houses	10.00	30.00	40.00
	5.22 Refurbishment and Maintenance of Clinics and Health Posts	50.00	50.00	100.00
	5.23 Donor Funded Clinics (Equipment, Furniture, Ambulances and Staff Houses)	45.00	45.00	90.00
	5.24 Construction of Level 1 Primary Hospitals in Tsabong, Tonota and Shoshong	5.00	40.00	45.00
	5.25 Construction and Upgrading of Health Posts and Clinics without Maternity Services in Kazungula, Modipane, SHHA Health Post (Gantsi), Boatlaname, Kudumatse, Mogorosi and Makgaba	30.00	50.00	80.00
	5.26 Construction and Upgrading of Health Posts and Clinics with Maternity Services in Borolong (Francistown), Lentsweletau, Kopong, Ncojane, Takatokwane, Mabule, Mokubilo, Mogojojo, Mathangwane and Pilikwe	40.00	100.00	140.00
	5.27 Community Health Centre in Mogoditshane	5.00	25.00	30.00
	Sub Total	195.00	430.00	625.00
	Total Estimated Cost	323.00	543.00	866.00

1201 ADMINISTRATION OF JUSTICE

1.0 AOJ Infrastructure

Total Estimated Cost: P130.00 Million

The objective of the Programme is to provide adequate court facilities, together with houses for magistrates and witnesses' quarters throughout the country. Planned projects include establishment of a commercial court in Gaborone; maintenance of court facilities countrywide; construction of magistrate courts and staff houses in Serowe, Ghanzi and Kasane; provision of temporary office accommodation at Maun, Takatokwane, Charles Hill and Mogoditshane; improvements to houses for magistrates countrywide; construction of Palapye High Court; and procurement of vehicles.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Maintenance of Court Facilities	10.00	20.00	30.00
	1.2 Serowe Magistrate Court and Staff Houses	4.00	20.00	24.00
	1.3 Maintenance of Judges Houses	2.00	3.00	5.00
	1.4 Procurement of Furniture	2.00	3.00	5.00
	1.5 Improvements to Houses for Magistrates	2.00	3.00	5.00
	1.6 Procurement of Vehicles	5.00	5.00	10.00
	1.7 Temporary Office Accommodation (Maun)	3.00	2.00	5.00
Sub Total		28.00	56.00	84.00
New	1.8 Establishment of Commercial Court (Extension of Gaborone High Court)	1.00	3.00	4.00
	1.9 Kasane Magistrate Court	0.00	5.00	5.00
	1.10 Ghanzi Magistrates Court	0.00	5.00	5.00
	1.11 Francistown Magistrate Court	0.00	5.00	5.00
	1.12 Temporary Office Accommodation (Takatokwane, Charleshill and Mogoditshane)	10.00	12.00	22.00
	1.13 Development of Palapye High Court (Architectural Design)	0.00	5.00	5.00
Sub Total		11.00	35.00	46.00
Total Estimated Cost		39.00	91.00	130.00

2.0 Consultancies

Total Estimated Cost: P 4.00 Million

The Project aims to cater for the establishment of court-annexed mediation. Responsibilities of the mediation consultant will include the provision of training, guidance and practical assistance to the Administration of Justice and other stakeholders. The Project is planned to start at the Gaborone, Lobatse and Francistown high courts and thereafter, will be rolled out to other courts.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	2.1 Court-annexed Mediation	1.00	3.00	4.00
Total Estimated Cost		1.00	3.00	4.00

3.0 Computerization

Total Estimated Cost: P43.10 Million

The main objective of this Programme is to digitalize data and services for the AoJ. Amongst others, the Programme entails making improvements to court security, libraries and electronic records management as well as developing the court records management system (e-filing).

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Improvements to Court Security	5.00	10.00	15.00
	3.2 Improvements to Libraries	1.00	1.10	2.10
	3.3 Computerization of AoJ	6.50	8.00	14.50
	3.4 Development of Court Records Management (e-filing)	2.00	5.00	7.00
Sub Total		14.50	24.10	38.60
New	3.5 Electronic Records Management	1.00	3.50	4.50
Sub Total		1.00	3.50	4.50
Total Estimated Cost		15.50	27.60	43.10

1301 ATTORNEY GENERAL'S CHAMBERS

1.0 Development of Attorney Generals Chambers Infrastructure and Services

Total Estimated Cost: P34 Million

The Programme aims to construct and refurbish the Attorney General's Chambers' facilities, opening of satellite offices and fleet expansion.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	1.1 Refurbishment of AGC Facilities	12.00	0.00	12.00
	1.2 Take-over of Prosecution Functions from Botswana Police Service and Opening of Satellite Offices in Kasane	3.00	3.00	6.00
	1.3 Vehicle Fleet Expansion	10.0	6.00	16.00
Total Estimated Cost		25.00	9.00	34.00

1500 MINISTRY OF FOREIGN AFFAIRS

1.0 Infrastructure Total Estimated Cost: P294.40 Million

The objective of the Programme is to procure and maintain immovable property locally and in countries where Botswana has foreign missions. It will cover the completion of chancery building in Ethiopia; maintenance and refurbishment of facilities across mission offices and two (2) facilities in Gaborone; as well as procurement of chancery building in Japan.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Construction of Chancery and Diplomat Apartments in Addis Ababa, Ethiopia	40.00	0.00	40.00
	1.2. Renovations of VVIP Lounge at SSKIA	5.00	0.00	5.00
	1.3 Refurbishment of Windhoek Mission Property in Namibia	3.00	2.00	5.00
	1.4 Refurbishment of MFA Headquarters	20.00	25.00	45.00
	1.5 Refurbishment of Lusaka Mission Property in Zambia	1.50	1.00	2.50
	1.6 Renovation of Mission Properties in Beijing, China	3.00	1.00	4.00
	1.7 Refurbishment of Chancery Building in Washington D.C., United States	6.40	6.00	12.40
	1.8 Renovation and Maintenance of Chancery Building in Brussels, Belgium	4.00	2.00	6.00
	1.9 Renovation of Properties in London, United Kingdom	3.00	1.50	4.50
Sub Total		85.90	38.50	124.40
New	1.10 Purchase of Chancery Building in Tokyo, Japan	150.00	20.00	170.00
Sub Total		150.00	20.00	170.00
Total Estimated Cost		235.90	58.50	294.40

1601 INDEPENDENT ELECTORAL COMMISSION

1.0 Facilitation of Elections Total Estimated Cost: P528.90 Million

The objective of the Programme is to provide for smooth electoral processes and enhanced security in the management of electoral data for fulfilment of the constitutional imperative as well as democratic duty to hold elections every five years. The different components of the Programme represent various inter-related processes that will culminate in the delivery of the 2024 general election. Such processes include voter registration, demarcation of polling stations and administration of the election management system.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1. Voter Registration	115.00	65.00	180.00
	1.2 2024 General Election	0.00	289.00	289.00
	1.3. Election Management System	4.00	0.00	4.00
Sub Total		119.00	354.00	473.00
New	1.4 Establishment of Polling Districts and Polling Stations (Demarcation)	30.90	0.00	30.90
	1.5 Review of Electoral Processes (Automation)	15.00	10.00	25.00
Sub Total		45.90	10.00	55.90
Total Estimated Cost		164.90	364.00	528.90

1701 OFFICE OF THE OMBUDSMAN

1.0 Ombudsman Infrastructure Total Estimated Cost: P35.30 Million

The Programme aims to construct and refurbish office accommodation and staff housing under the Office of the Ombudsman. It will also cover development of a case management system that will improve efficiency in service delivery.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Maun Office	22.00	2.00	24.00
	1.2 Case Management System	2.00	3.00	5.00
Sub Total		24.00	5.00	29.00
New	1.3 Refurbishment of Francistown Staff Housing	3.90	0.40	4.30
	1.4 Maun Staff Housing	2.00	0.00	2.00
Sub Total		5.90	0.40	6.30
Total Estimated Cost		29.90	5.40	35.30

1800 MINISTRY OF LANDS AND WATER AFFAIRS

1.0 Infrastructure Development – Development of Additional Water Sources

Total Estimated Cost P 8, 457.00 Million

The Programme aims at identification, acquisition, development, operation and maintenance of complimentary water sources and transference of these water resources from source to storage facilities. Human settlements which expand and spread uncontrollably exacerbate the limitation of existing water resources and infrastructure. The water supply infrastructure footprint will be extended to optimize both coverage and access through expansion of water sources and water supply reticulation to new population growth points.

Projects		2023/2024	2024/2025	Total Estimated Cost
		PULA Million		
Ongoing	1.1 North South Carrier 2.2 (NSC 2.2)	3,000.00	1,600.00	4,600.00
	1.2 North South Carrier 2.3 (NSC 2.3)	98.00	0.00	98.00
	1.3 Molepolole-Gamononyane NSC Connection	360.00	200.00	560.00
	1.4 Lobatse Water Master Plan	50.00	0.00	50.00
	1.5 Kasane/Kazungula Water Network Rehabilitation	25.00	0.00	25.00
	1.6 Goodhope Water Supply - Phase 2.2	500.00	200.00	700.00
	1.7 Botswana Emergency Water Supply and Efficiency Programme Boteti (Letlhakane) and Sowa as well as Sector Reforms and Institutional Support	500.00	332.00	832.00
	1.8 Bridging the National Water Supply Gap – Emergency Water Supply (Itholoke, Mababe, Gugama, Molapo, Mothomelo and Lubu)	500.00	332.00	832.00
	1.9 Seronga-Gudigwa Water Supply (Mogotho/Ngarange)	150.00	50.00	200.00
	1.10 Thune Dam Project (Pipeline 3B: Bobonong–Lepokole and Pipeline 3C: Mathathane-Motlhabaneng)	10.00	100.00	110.00
	1.11 Ncojane Wellfield–Kgalagadi North Water Supply	150.00	200.00	350.00

Sub Total		5,343.00	3,014.00	8,357.00
New	1.12 Namibia-Botswana Water Saline Desalination	10.00	10.00	20.00
	1.13 Chobe Zambezi Water Transfer Scheme	20.00	30.00	50.00
	1.14 Lesotho-Botswana Water Transfer Scheme	10.00	10.00	20.00
	1.15 Rainwater/Stormwater Harvesting (Gaborone, Sowa, Kgalagadi and Boteti)	10.00	0.00	10.00
Sub Total		50.00	50.00	100.00
Total Estimated Cost		5,393.00	3,064.00	8,457.00

2.0 Infrastructure Development - Rehabilitation of Water Networks

Total Estimated Cost: P4 230.00 Million

The objective of this Project is to develop, rehabilitate and expand water sources in the country. This requires quality standard for an economic and health imperative, but also has a bearing on human rights. Therefore, there is need to improve the efficiency of existing water infrastructure to ensure continuity of supply. To attain minimum operational efficiencies and supply the correct volumes of water at the right quality, rehabilitation and restorative optimization of existing potable water infrastructure networks will be undertaken through maintenance, restorative and infrastructure replacement projects in existing potable water supply areas and zones.

Projects		2023/24	2024/25	Total Estimated Cost
		Pula Million		
Ongoing	2.1 Maun Water Supply and Sanitation (Phase 2)	1,500.00	1,000.00	2,500.00
Sub Total		1,500.00	1,000.00	2,500.00
New	2.2 Kanye Network Rehabilitation and Expansion	100.00	300.00	400.00
	2.3 Tutume and North East Water Supply	10.00	100.00	110.00
	2.4 Molepolole Water Supply and Network Rehabilitation	100.00	800.00	900.00
	2.5 Greater Gaborone Masterplan Network Rehabilitation	10.00	100.00	110.00
	2.6 Greater Francistown Water Masterplan	0.00	50.00	50.00
	2.7 Selebi Phikwe Water Master Plan	10.00	150.00	160.00
Sub Total		230.00	1,500.00	1,730.00
Total Estimated Cost		1,730.00	2,500.00	4,230.00

3.0 Land Development

Total Estimated Cost: P2 350.00 Million

The objective of this Programme is to develop land to provide for infrastructure necessary for economic development. Land servicing will be done at selected cities, towns and villages and shall cover various land uses such as commercial, industrial, residential, civic and community.

Projects		2023/24	2024/25	Total Estimated Cost
		Pula Million		
Ongoing	3.1 Land Servicing of Various Towns and Villages: Metsimotlhabe, Mmopane, Mogoditshane (Ledumadumane), Gantsi, Maun CBD, Mochudi, Palapye, Ramotswa (Seuwane), Sowa Block 3, Tsolamosese Kasane (Nnyungwe and Plateau) Francistown, Segoditshane and Gaborone Master Plan	320.00	750.00	1,070.00
	3.2 Land Servicing - SPEDU (Industrial Park, Molabe and Mothwane Dams, Motloutse River Abstraction as well as Groundwater Investigation and Development)	90.00	340.00	430.00
	3.3 Land Servicing - Special Economic Zones (SSKIA, Design and Build in Lobatse and Francistown as well as Master Planning in S/Phikwe, Palapye, Pandamatenga and Tuli Block)	200.00	620.00	820.00
Sub Total		610.00	1,710.00	2,320.00
New	3.4 Minimal Land Servicing (Kachikau and Letlhakane-Letsibogo)	10.00	20.00	30.00
Sub Total		10.00	20.00	30.00
Total Estimated Cost		620.00	1,730.00	2,350.00

4.0 MLWA Facilities Total Estimated Cost: P277.00 Million

The aim of the Programme is to develop new documents' storage facilities and optimization of existing storage spaces through renovations and facelifts.

Projects		2023/24	2024/25	Total Estimated Cost
		Pula Million		
Ongoing	4.1 Development of Record Centres (Tawana, Ghanzi, Tlokweng, Tati, Chobe, Kgatleng and Gaborone)	10.00	80.00	90.00
	4.2 Refurbishment of Surveys and Mapping Building	2.00	5.00	7.00
	4.3 Development of Land Board Offices (Tawana, Tsabong and Letlhakeng)	30.00	150.00	180.00
Total Estimated Cost		42.00	235.00	277.00

5.0 Information Communication Technology (ICT) Development Total Estimated Cost: P55.00 Million

The objective of the Programme is to facilitate the digital identification, categorization, storage and archiving, retrieval, analysis and utilization of all land and water information resources for organizational efficiency and increased customer satisfaction.

Projects		2023/24	2024/25	Total Estimated Cost
		Pula Million		
Ongoing	5.1 LAPCAS - ICT Development (Expansion of Land Information System (LIS) and Provision of Equipment for Land Boards and Departments)	15.00	40.00	55.00
Total Estimated Cost		15.00	40.00	55.00

6.0 Sustainable Land Use Management

Total Estimated Cost P679.00 Million

The Programme is aimed at facilitating orderly and progressive land use planning for optimum utilization of land resources where competing needs for use in sectors are rationally and strategically assessed and optimally planned. It will also include land administration based on simplified procedures, correct information on land parcels and rights, as well as robust and inter-operable information systems that can be maintained and supported in a sustainable way.

Projects		2023/24	2024/25	Total Estimated Cost
		Pula Million		
Ongoing	6.1 Land Acquisition	110.00	110.00	220.00
	6.2 Production of Cadastral Plans (Systematic Surveying of Arable Fields and Ranches)	10.00	10.00	20.00
	6.3 Establishment and Re-Affirmation of Cadastral Boundaries (Local and International)	4.00	4.00	8.00
	6.4 Preparation of Regional Spatial Plans	29.00	50.00	79.00
	6.5 Implementation of Location Addressing	10.00	30.00	40.00
	6.6 Production of Geodetic Stations, Aerial Photography and Topographic Maps	0.00	10.00	10.00
Sub Total		163.00	214.00	277.00
New	6.7 Development of Strategic Environmental Assessments	0.00	30.00	30.00
	6.8 Preparation of Major Centres Development Plans	0.00	50.00	50.00
	6.9 Development and Expansion of Spatial Data Infrastructure	20.00	150.00	170.00
	6.10 Implementation of MoU Action Plan between Botswana and UN-Habitat	0.00	2.00	2.00
	6.11 Development of Asset Register	15.00	5.00	20.00
	6.12 Preparation of Detailed Layout Plans and Land Surveying	10.00	20.00	30.00
Sub Total		45.00	257.00	302.00
Total Estimated Cost		208.00	471.00	679.00

7.0 Clean Water and Sanitation

Total Estimated Cost: P1 575.00 Million

This Programme aims at improving access to sanitation services through policy and systems strengthening, improving efficiency and resilience of sanitation infrastructure. This will be done through development of additional sanitation infrastructure, optimization of existing infrastructure networks, environmental protection and scaling up the re-use of wastewater. This Programme also seeks to safeguard the integrity of water sources through minimization of wastewater disposal practices that pose pollution risks.

Projects		2023/24	2024/25	Total Estimated Cost
		Pula Million		
Ongoing	7.1 Kanye Sanitation	200.00	0.00	200.00
	7.2 Moshupa Sanitation	100.00	50.00	150.00
	7.3 Glen Valley Wastewater Reclamation (PPP)	10.00	0.00	10.00
Sub Total		310.00	50.00	360.00
New	7.4 Molepolole Sanitation	400.00	600.00	1,000.00
	7.5 Francistown Wastewater Network	35.00	0.00	35.00
	7.6 Selebi Phikwe Sanitation	0.00	50.00	50.00
	7.7 Gaborone Wastewater Network	0.00	100.00	100.00
	7.8 Upgrading of Water and Sanitation Network (Education Facilities)	5.00	25.00	30.00
Sub Total		440.00	775.00	1,215.00
Total Estimated Cost		750.00	825.00	1,575.00

8.0 Water Resource Management

Total Estimated Cost: P178.00 Million

The Programme aims at attaining efficiencies of water resource planning, development, distribution and optimal usage through legislative and policy reforms, institutional strengthening and strategy formulation and implementation. Projects under this Programme are geared towards optimization of institutional tools such as water pricing, cost minimization, efficiency and productivity improvement, management efficiency and deployment of technologies.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	8.1 Development of Total Water Management System	40.00	68.00	108.00
	8.2 Development of Water and Sanitation Master Plan	15.00	30.00	45.00
	8.3 On-site Sanitation Management Assessment	10.00	15.00	25.00
Total Estimated Cost		65.00	113.00	178.00

2000 MINISTRY OF ENVIRONMENT AND TOURISM

1.0 Broadening Tourism Base

Total Estimated Cost: P428.60 Million

The objective of the Programme is to broaden Botswana's tourism base through development and diversification of products such as wildlife, museums and monuments. It will cover the completion of the National Tourism Strategy and master plan to operationalize the Revised Tourism Policy, development of tourism facilities and services as well as the involvement of communities in tourism activities.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Ntsweng Museum Construction	20.00	0.00	20.00
	1.2 Refurbishment of National Museum	22.00	28.00	50.00
	1.3 Natural History Museum and Botanical Garden	20.00	50.00	70.00
	1.4 Refurbishment and Installation of Exhibitions at Regional Museums	15.00	40.00	55.00
Sub Total		77.00	118.00	195.00
New	1.5 Development of District Monuments	16.00	40.00	56.00
	1.6 Khuis Tourism Park Development - Phase 2	6.00	2.20	8.20
	1.7 Old Palapye Site Museum	20.00	40.00	60.00
	1.8 Creation of Cultural Villages	12.40	15.00	27.40
	1.9 Commercialisation of Gaborone Plantation	10.00	10.00	20.00
	1.10 Commercialisation of Veldt Products	10.00	20.00	30.00
	1.11 Implementation of National Tourism Strategy and Master Plan of 2022	7.00	25.00	32.00
Sub Total		81.40	152.20	233.60
Total Estimated Cost		158.40	270.20	428.60

2.0 Infrastructure Development

Total Estimated Cost: P657.80 Million

The Programme aims to develop and refurbish the Ministry's infrastructure. It will also cover the transformation of Kasane-Kazungula into a sustainable tourism destination to benefit both the tourism sector and the local community.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Kasane-Kazungula Redevelopment Project	316.40	236.00	552.40
Sub Total		316.40	236.00	552.40
New	2.2 Refurbishment of MET Facilities	15.00	16.90	31.90
	2.3 Design and Construction for Seronga Camp	10.00	20.00	30.00
	2.4 Design and Construction of BWTI and Staff Housing	0.90	11.20	12.10
	2.5 Design and Construction of DFRR Offices and Staff Houses at Molepolole	3.20	28.20	31.40
Sub Total		29.10	76.30	105.40
Total Estimated Cost		345.50	312.30	657.80

3.0 Computerisation Total Estimated Cost: P27.90 Million

The objective of the Programme is to digitalise data on environment as well as tourism activities and services. This includes the upgrading of the wildlife management system for booking and payment of fees at park entry points; upgrading of the meteorological systems that provide quality early warning data; and digitalisation of museums and monuments services to enhance accessibility of Botswana heritage, thus boosting the economy.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Integrated Wildlife Management System	0.50	5.00	5.50
	3.2 Digital Migration of Exchange of Operational Meteorological Data	2.10	0.00	2.10
	3.3 Upgrading of Satellite Distribution System	2.60	0.00	2.60
	3.4 Upgrading of IT infrastructure	2.70	0.00	2.70
Sub Total		7.90	5.00	12.90
New	3.5 Digitalisation of Services of Museums and Monuments	7.00	8.00	15.00
Sub Total		7.00	8.00	15.00
Total Estimated Cost		14.90	13.00	27.90

4.0 Wildlife Species Management

Total Estimated Cost: P179.70 Million

The objective of the Programme is to construct cordon fences to reduce human wildlife conflict as well as to prevent cattle from mixing with wildlife - especially buffaloes which harbour the foot and mouth virus. Khawa and Kang/Tsetseng gates as well as Khutse airstrip will also be constructed to unlock opportunities for domestic tourism and meaningful participation by the locals in the tourism sector. The airstrip will quicken the response time by law enforcement officials to respond to cases of destructions by predators, which are terrorizing the residents around Khutse Game Reserve and providing an alternative for quick evacuation of both tourists and members of the community. This Programme will also cover the completion and implementation of the Anti-poaching Strategy.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1 Rhino Range Expansion	2.40	0.50	2.90
	4.2 Kang APU Construction	4.00	4.00	8.00
	4.3 APU Camps	5.60	10.00	15.60
	4.4 Fence Development and Maintenance Makgadikgadi (Package B and C)	25.00	25.00	50.00
	4.5 Aviation Maintenance	5.00	5.00	10.00
Sub Total		42.00	44.50	86.50
New	4.6 Khawa Disease Control Gate	10.00	10.00	20.00
	4.7 Kang/Tsetseng Disease Control Gate	10.00	10.00	20.00
	4.8 Khutse Airstrip	8.20	0.00	8.20
	4.9 Fence Development and Maintenance Makgadikgadi (Package D)	20.00	25.00	45.00
Sub Total		48.20	45.00	93.20
Total Estimated Cost		90.20	89.50	179.70

5.0 Environment Protection

Total Estimated Cost: P423.30 Million

The aim of the Programme is to expand the air-quality monitoring network for pollution levels; undertake a countrywide, tree-planting initiative to create carbon sinks; provide early warning systems to harness socio-economic benefits; and, institute measures for protection of the environment by managing and controlling invasive species such as Prosopis. The Programme also aims to provide a framework for sustainable waste management and procurement of waste management infrastructure. The latter will facilitate development of value chains on natural resources.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	5.1 Expansion of Air Quality Monitoring Network	5.00	3.00	8.00
	5.2 Tree Planting/Afforestation	0.80	0.80	1.60
	5.3 Land Degradation and Restoration	3.30	0.00	3.30
	5.4 Greening of MENT and DMS Headquarters Buildings	2.00	0.00	2.00
	5.5 Botswana Early Warning Hydrologic System	3.70	0.00	3.70
Sub Total		14.80	3.80	18.60
New	5.6 Waste Management Infrastructure	150.00	200.00	350.00
	5.7 Domestication of Nagoya Protocol on Access and Benefit Sharing	3.50	3.50	7.00
	5.8 Procurement of Weather Radiation Detection And Ranging (LIDAR) System	10.00	0.00	10.00
	5.9 Procurement of Vertical Wind Profilers for Airports	12.00	0.00	12.00
	5.10 Procurement of Upper Air Observing Stations for Installation at SSKIA, Maun, Letlhakane and Tsabong Meteorological Stations	0.00	16.00	16.00
	5.11 Management of Invasive Alien Plant Species	2.70	7.00	9.70
Sub Total		178.20	226.50	404.70
Total Estimated Cost		193.00	230.30	423.30

2101 INDUSTRIAL COURT

1.0 Industrial Court Infrastructure Total Estimated Cost: P21.40 Million

The objective of the Programme is to establish new Industrial Court divisions at Kanye and Maun and provide resources for efficient management thereof. The Programme will also cover expansion of the Gaborone Division, to provide for additional operational space as well as cater for the procurement of a vehicle fleet for the new Court divisions.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	1.1 Establishment of Kanye Division	0.40	4.90	5.30
	1.2 Expansion of the Gaborone Division	1.00	10.0	11.0
	1.3 Vehicle Fleet Expansion for Maun and Kanye divisions	0.80	0.00	0.80
	1.4 Establishment of Maun Division	2.70	1.60	4.30
Total Estimated Cost		4.90	16.50	21.40

2200 MINISTRY OF YOUTH, GENDER, SPORT AND CULTURE

1.0 Strengthening MYSC Operations Total Estimated Cost: P43.50 Million

The Programme aims to provide an integrated communications network and records management in aid of accuracy and timely access to information to support public sector operations. In addition, the Library will be digitalised in order that it can offer e-resources. The Programme also caters for vehicle fleet expansion for the Ministry.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	1.1 Development of IT Infrastructure	2.50	2.70	5.20
	1.2 Vehicle Fleet Expansion	3.70	3.70	7.40
	1.3 Computerisation of National Archives Records Management System (NARMS)	5.00	7.50	12.50
	1.4 MYSC Information System - Consultancy - Additional Modules	2.50	2.10	4.60
	1.5 Development of Library Management System	0.80	5.00	5.80
	1.6 Audio Visual Archives	6.00	0.00	6.00
	1.7 National Archives and Records Management Policy	1.50	0.50	2.00
Total Estimated Cost		22.00	21.50	43.50

2.0 Infrastructure Development

Total Estimated Cost: P1, 456.20 Million

The Programme entails refurbishment of facilities to increase access and participation in sport for the promotion of healthy lifestyles. These facilities will be built in different centres around the country, including in Francistown, Lobatse and Gaborone. The facilities are also needed to support Botswana's bid to host the 2027 Africa Cup of Nations (AFCON) in partnership with Namibia as well as for a future in which Botswana hosts other major sporting events.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Community Sport Facilities	90.00	48.00	138.00
Sub Total		90.00	48.00	138.00
New	2.2 Francistown Stadium Roof	50.00	55.00	105.00
	2.3 Refurbishment of MYSC Facilities	20.00	38.00	58.00
	2.4 AFCON Hosting	50.00	1,084.00	1,134.00
	2.5 Indoor Sport Hall	2.00	10.00	12.00
	2.6 Refurbishment of BNYC and 10 District Youth Centres	4.50	4.30	8.80
	2.7 Development of an Operational Model for BNYC and District Youth Centres	0.00	0.40	0.40
Sub Total		126.50	1,191.70	1,318.20
Total Estimated Cost		216.50	1,239.70	1,456.20

3.0 Development of Cultural Infrastructure and Programmes

Total Estimated Cost: P82.90 Million

The Programme aims to construct purpose-built facilities which will serve as research and reference points on Botswana's heritage. The services offered by these facilities will increase public access to information on Botswana's heritage.

Projects		2023/24	2024/25	Total Estimated Cost
		(PULA Million)		
Ongoing	3.1 State Theatre (Gaborone)	10.00	10.00	20.00
	3.2 National Art Gallery	0.50	1.30	1.80
Sub Total		10.50	11.30	21.80
New	3.3 Botswana National Library Service	5.00	10.0	15.00
	3.4 Records Centres (Ghanzi and Gaborone)	5.00	5.00	10.00
	3.5 Art Centres (Tsabong and Gumare)	1.20	0.80	2.00
	3.6 Rothschild Libraries	2.00	4.60	6.60
	3.7 Public Libraries (Maun and Mochudi)	2.00	2.00	4.00
	3.8 Mobile Library - Bus	0.00	3.50	3.50
	3.9 Creative Content Development	10.00	10.00	20.00
Sub Total		25.20	35.90	61.10
Total Estimated Cost		35.70	47.20	82.90

2300 MINISTRY OF TRANSPORT AND PUBLIC WORKS

1.0 Information and Communication Technology (ICT) Development Total Estimated Cost: P70.00 Million

The objective of the Programme is to upgrade the Local Area Network and equipment, enhance ICT-related transport systems and automate services. The Programme will prioritise digitalisation, enhance project management and modernise services such as issuance of drivers' licenses.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Computerisation of Driver Testing	2.10	0.00	2.10
Sub Total		2.10	0.00	2.10
New	1.2 Local Area Network (LAN) Infrastructure and Related Facilities	5.00	3.00	8.00
	1.3 Procurement of ICT Equipment	1.50	0.40	1.90
	1.4 Development of the Fleet Tracking, Maintenance and Management System	20.00	10.00	30.00
	1.5 Upgrading of CAAB ICT Equipment	13.00	15.00	28.00
Sub Total		39.50	28.40	67.90
Total Estimated Cost		41.60	28.40	70.00

2.0 Roads Infrastructure

Total Estimated Cost: P8 512.20 Million

The Programme aims to improve the national road infrastructure. It will cover the construction, reconstruction and expansion of the road network, thereby providing alternative routes; connect production areas with market centres; and, facilitate movement of goods locally and internationally. These developments will stimulate economic activity and value chain development. The projects will be delivered through the use of new construction methods and technologies such as In-Situ Cold Recycling and New Gravel Stabilisation.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Revision of Botswana Road Design Manual (BRDM) and Standard Specifications for Bridge Works	2.00	2.00	4.00
	2.2 Gaborone-Boatle Road Dualling (24km)	10.00	0.00	10.00
	2.3 Mulambakwena-Tshesebe Road via Mosojane with a Junction to Masunga (25km)	50.00	0.00	50.00
	2.4 Mohembo Bridge	5.00	0.00	5.00
	2.5 Upgrading of 3 Grades Intersections of KT Motsete Drive (Western Bypass, Gaborone) - BITP - Supervision	6.00	0.00	6.00
	2.6 Upgrading of 3 Grades Intersections of KT Motsete Drive (Western Bypass, Gaborone) - BITP (100% OFID) - Construction	60.00	0.00	60.00
	2.7 Traffic Signal Modernisation and Centralised Traffic Control for Greater Gaborone - BITP	55.00	55.00	110.00
	2.8 Access to CBD - Detailed Design and Construction	15.00	0.00	15.00
	2.9 OPRC Monitoring Consultancy	15.00	6.00	21.00
	2.10 Package 1 (OPRC) Mankodi-Jwaneng Road	170.00	10.00	180.00
	2.11 Integrated Transport Sector Project - Training, Technical Monitoring and Audit	7.00	5.00	12.00
	2.12 Implementation of National Multi-modal Transport Master Plan (BITP)	5.30	4.50	9.80
	2.13 Goodhope-Kgoro-Gathwane Road	30.00	50.00	80.00
	2.14 A1 Dualling Boatle-Lobatse Road (46km)	120.00	200.00	320.00
Sub Total		530.30	332.50	882.80

New	2.15 Mogoditshane-Gabane-Mankgodi Junction (Dualling) - 27km	584.00	876.00	1,460.00
	2.16 Mmandunyane-Mathangwane Road (65km)	300.00	450.00	750.00
	2.17 Package 2 (OPRC) Rakhuna-Mabule Road	94.80	189.10	283.90
	2.18 Makalamabedi-Motopi Road (30km)	70.00	100.00	170.00
	2.19 Nata-Maun Road Reconstruction (300km)	260.00	320.00	580.00
	2.20 Francistown-Nata Road Reconstruction (200km)	700.00	1, 100.00	1,800.00
	2.21 Maun-Mohembo Road Reconstruction (Design) 384km	400.00	523.00	923.00
	2.22 Mmathethe-Tswaaneng-Bray - Werda Road (250km) - (Two Packages, 125km per package)	100.00	250.00	350.00
	2.23 Nata-Kasane Road Reconstruction (64km)	114.00	285.00	399.00
	2.24 Palapye-Martin's Drift Road Reconstruction (111km)	150.00	229.50	379.50
	2.25 Molepolole Bypass	30.00	48.00	78.00
	2.26 Three (3) Grade Separated Interchanges at Molapo Crossing, Block 8 Traffic Circle and Airport Junction (Gaborone)	15.00	30.00	45.00
	2.27 Consultancy for Bankable Feasibility Study for Tolling of Roads	5.00	5.00	10.00
	2.28 Martins Drift Bridge	60.00	100.00	160.00
	2.29 Medie-Lentsweletau Road (25km)	21.00	60.00	81.00
	2.30 Modipane-Mabalane Road (24km)	60.00	100.00	160.00
Sub Total		2,963.80	4,665.60	7,629.40
Total Estimated Cost		3,514.10	4,998.10	8,512.20

3.0 Built Infrastructure Total Estimated Cost: P149.30 Million

The objective of the Programme is to expand and refurbish built infrastructure under the Ministry and in other priority sectors of the economy. It will cover refurbishment and expansion of existing offices, especially in areas that have just been declared districts. The Programme will also replace obsolete mechanical and electrical systems and building materials with new, environmentally and energy-efficient ones.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1 Refurbishment of Department Facilities Management Offices at Shakawe	2.00	1.30	3.30
	3.2 Government Building Consultancies	3.00	1.00	4.00
	3.3 Refurbishment of Department Facilities Management Depots	1.00	0.00	1.00
	3.4 Refurbishment of Secondary Schools	41.00	20.00	61.00
	3.5 Refurbishment of Colleges of Education	30.00	15.00	45.00
Sub Total		77.00	37.30	114.30
New	3.4 Refurbishment of MTPW HQ Building	10.00	10.00	20.00
	3.5 Refurbishment and Renovation of Five (5) MTPW Offices in Gaborone and at Area Offices.	5.00	10.00	15.00
Sub Total		15.00	20.00	35.00
Total Estimated Cost		92.00	57.30	149.30

4.0 Railway Infrastructure Total Estimated Cost: P235.00 Million

This Programme aims at improving regional connectivity and facilitating trade. It will cover feasibility studies for Moseitse–Kazungula, Trans-Kalahari and Mmamabula–Lephalale rail links. The three projects have been earmarked for development through Public Private Partnerships (PPP). Upon completion, the Moseitse–Kazungula and Mmamabula–Lephalale rail links will unlock Botswana’s export potential by creating a direct rail route between markets in the southern and northern parts of Africa, thus making Botswana a transport hub. In addition, the two rail links, which will connect to the just-completed Kazungula Rail/Road Bridge, will open the north-south corridor, which is the shortest route through Botswana to the southern coast.

The Trans-Kalahari rail link will connect Botswana to the western coast, thus providing alternative access to Walvis Bay port in Namibia. Construction of new rail infrastructure (such as Mmamabula-Lephalale and Moseitse-Kazungula rail links) will require capacitation of dry ports at Walvis Bay and inland.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1 Mmamabula-Lephalale Rail Link	80.00	0.00	80.00
	4.2 Moseitse-Kazungula Rail Link	60.00	0.00	60.00
Sub Total		140.00	0.00	140.00
New	4.3 Optimal Utilisation of the Dry Port at Walvis Bay Facility	10.00	30.00	40.00
	4.4 Development of Inland Dry Ports	10.00	20.00	30.00
	4.5 Trans-Kalahari Railway Link (Connecting Gobabis-Ghanzi-Kuke)	5.00	20.00	25.00
Sub Total		25.00	70.00	95.00
Total Estimated Cost		165.00	70.00	235.00

5.0 Airport Infrastructure

Total Estimated Cost: P586.60 Million

The Programme aims to provide safe, secure, and accessible aviation infrastructure in line with the ICAO Standards and Recommended Practices (ICAO SARPs). It will cover airports and airfield refurbishment as well as improvement of aeronautical, aviation safety and security systems.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	5.1 Improvement of Botswana Airspace Project - Next Generation ATS Surveillance System – WAM with ADS-B; Transition to Next Generation Aeronautical System Wide Information Management and Cyber Security	77.70	67.80	145.50
	5.2 Maun Airport Development (Compensation)	60.00	0.00	60.00
	5.3 Installation and Improvement of Airports Security Systems and Procurement of Airport Safety Equipment	60.00	0.00	60.00

	5.4 Maun Airport Development (Feasibility Study)	4.00	10.00	14.00
	5.5 Airports Maintenance	49.20	49.20	98.40
	5.6 Installation and Improvement of Airports Security Systems and Procurement of Airport Safety Equipment	38.50	40.50	79.00
	5.7 Upgrading of Air Navigation Services Infrastructure	42.50	57.50	100.00
	5.8 Seronga, Shakawe, Gumare and Mamuno Airfield Development	18.00	11.70	29.70
Sub Total		349.90	236.70	586.60
Total Estimated Cost		349.90	236.70	586.60

6.0 Air Botswana Finances

Total Estimated Cost: P133.60 Million

The objective of the Programme is to enhance the operational efficiency and ensure financial sustainability of Air Botswana. The Programme will cover refurbishment of facilities, privatisation of some parts of operations, acquisition of new equipment and building strategic partnerships with other airlines.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	6.1 Mandatory Engines and (Components) Replacement	91.50	0.00	91.50
	6.2 Maintenance of Grounded Aircraft	12.10	0.00	12.10
	6.3 Air Botswana Privatization Projects (Upgrade of Maintenance and Repair Facility)	25.00	5.00	30.00
Total Estimated Cost		128.60	5.00	133.60

7.0 Social and Affordable Housing

Total Estimated Cost: P181.50 Million

The Programme aims at facilitating provision of affordable housing through a revolving credit scheme. It covers the provision of affordable loans to those eligible for the SHHA and Integrated Poverty Alleviation and Housing schemes, as well as to officers remunerated at D4 scale and below to enable them to build and refurbish their houses so as to promote home ownership by citizens. The Programme will also cover provision of residential accommodation for officers based at districts.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	7.1 Self-Help Housing Agency (Home Improvement)	0.00	17.40	17.40
	7.2 Self-Help Housing Agency - Turnkey Development Scheme	69.00	70.00	139.00
	7.3 Integrated Poverty Alleviation and Housing Scheme	0.00	5.00	5.00
	7.4 Public Officers Housing Scheme for D4 Scale and Below	0.00	3.50	3.50
	7.5 Public Officers Housing Scheme for D4 Scale and Below	0.00	11.60	11.60
	7.6 District Housing Programme	0.00	5.00	5.00
Total Estimated Cost		69.00	112.50	181.50

2400 MINISTRY OF COMMUNICATIONS, KNOWLEDGE AND TECHNOLOGY

1.0 Information, Communication and Technology (ICT) Total Estimated Cost: P1, 160.00 Million

The Programme focusses on digitalisation infrastructure network to ensure that the economy exploits technological solutions and unlocks opportunities for employment and wealth creation. The Programme will cover expansion, upgrading and deployment of network infrastructure and will also provide the pre-requisite ecosystem for research, development and innovation.

Projects		2023/24	2024/25	Total Estimated Cost
		Pula Million		
Ongoing	1.1. Government Data Network	120.0	150.00	270.00
	1.2. e-Services	150.00	50.00	200.00
	1.3. Government of Botswana Enterprise Architecture	60.00	60.00	120.00
	1.4. Local Access Network	80.00	40.00	120.00
	1.5. Backbone Network	80.00	40.00	120.00
	16. International Connectivity	35.00	35.00	70.00
	1.7. Cyber Security	25.00	15.00	40.00
Sub Total		550.00	390.00	940.00
New	1.8. ICT Policies and Governance Framework	35.00	20.00	55.00
	1.9. Aggregation of Citizen Identifiers (eID)	10.00	5.00	15.00
	1.10. Service Management Robotics and Analytics (AI)	25.00	25.00	50.00
	1.11. Program, Portfolio and Project Management Systems	10.00	5.00	15.00
	1.12. Procurement and Contract Management	10.00	5.00	15.00
	1.13. Asset, Facilities, Vehicle Fleet and Fuel Management	10.00	5.00	15.00
	1.14. Documents and Records Management Systems	10.00	5.00	15.00
	1.15. Land and GIS Management System	20.00	20.00	40.00
Sub Total		130.00	90.00	220.00
Total Estimated Cost		680.00	480.00	1,160.00

2.0 Research and Development Total Estimated Cost: P495.00 Million

The objective of the Programme is to promote research and development. Among others, Programme components include research capacity building and research funding for technology innovation, culture, indigenous knowledge, climate change and natural resources as well as electronics and building material studies.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1. Research Capacity Building	40.00	40.00	80.00
	2.2. Research Funding	35.00	45.00	80.00
	2.3. Implementation of Research, Science and Technology Innovation	30.00	30.00	60.00
	2.4. Climate Change Projects Research Studies	20.00	5.00	25.00
	2.5. Natural Resources and Material Projects Research Studies	10.00	10.00	20.00
	2.6. ICT and Electronics Research Studies	10.00	10.00	20.00
	2.7. Energy Research Studies	10.00	10.00	20.00
	2.8. Building Materials Research Studies	10.00	0.00	10.00
	2.9 Innovation Funding	100.00	80.00	180.00
Total Estimated Cost		265.00	230.00	495.00

3.0 Radiation Protection Inspectorate Total Estimated Cost: P35.00 Million

The objective of the Programme is to provide funding for the detection and surveillance of radioactive materials both along national borders and within the country and ensure their safe and secure storage and disposal. These measures will enhance the capacity of Botswana as a member of the International Atomic Energy Agency, to provide robust and reliable data management systems for storage of nuclear data and its usage.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1. Radioactive Material Border Detection Systems	5.00	10.00	15.00
	3.2. Orphan Radioactive Storage Facility	10.00	10.00	20.00
Total Estimated Cost		15.00	20.00	35.00

2500 MINISTRY OF DEFENCE AND SECURITY

1.0 MDS Headquarters

1.1 Procurement of ICT Equipment Total Estimated Cost: P3.30 Million

The Programme entails the enablement of security licensing and the procurement of new ICT equipment for the newly established Drug Enforcement Agency (DEA) and the Chemical, Biological, Radiological and Nuclear Management Authority (CBRNMA). The equipment includes desktop computers, laptops, printers and related ICT gadgets.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1.1 Automation of Security Licensing	2.20	0.00	2.20
Sub Total		2.20	0.00	2.20
New	1.1.2 Procurement of ICT Equipment	1.00	0.10	1.10
Sub Total		1.00	0.10	1.10
Total Estimated Cost		3.20	0.10	3.30

1.2 Vehicle Fleet Expansion Total Estimated Cost: P1.60 Million

The objective of this Project is to procure vehicles for the newly established Drug Enforcement Agency and the Chemical, Biological, Radiological and Nuclear Management Authority.

Project		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	1.2.1 MDS Vehicle Fleet Expansion	1.60	0.00	1.60
Total Estimated Cost		1.60	0.00	1.60

2.0 Development of Botswana Defence Force (BDF)

Total Estimated Cost: P4, 259 Million

The objective of the Project is to provide infrastructure, equipment, aircraft and vehicles in order to address security challenges, including emerging threats.

Project		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Development of BDF	1,944.70	2,314.30	4,259.00
Total Estimated Cost		1,944.70	2,314.30	4,259.00

3.0 Botswana Police Service (BPS)

3.1 BPS Facilities

Total Estimated Cost: P1, 342.50 Million

The aim of the Programme is to construct new police stations, expand and refurbish existing facilities as well as acquire residential accommodation for BPS staff. There is a total of eight (8) projects covering 250 housing units and 10 police posts in various locations.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	3.1.1 Block 10 (Gaborone) Police Station	10.00	100.00	110.00
	3.1.2 Block 10 (Gaborone) Police Staff Houses	10.00	3.00	13.00
	3.1.3 Construction of Police Posts and Base Camps in Tsau, Mapoka, Kaudwane, Tshidilamolomo, Khakhea, Motlhabaneng and Dimajwe	20.00	20.00	40.00
	3.1.4 Letlhakane Police Station and 28 Staff Houses	40.00	100.00	140.00
	3.1.5 Forensic Laboratory and Forensic Science Equipment	20.00	20.00	40.00
	3.1.6 BPS Hangar at Sir Seretse Khama International Airport	0.50	0.50	1.00
	3.1.7 Semolale Police Station and 26 Staff Houses	0.50	0.00	0.50
	3.1.8 Maitengwe Police Station and 31 Staff Houses	10.00	10.00	20.0
	3.1.9 Air Support	30.00	80.00	110.0

Projects		2023/24	2024/25	Total Estimated Cost
	3.1.10 Purchase of Specialised Vehicles	20.00	20.00	40.00
	3.1.11 Maintenance of Estate and Equipment, CPS and Urban (Gaborone) and Molepolole	20.00	25.00	45.00
	3.1.12 Global Surveillance Monitoring System	15.00	15.00	30.00
	3.1.13 Smartzone	10.00	10.00	20.00
	3.1.14 Roll Out of HRMS	8.00	10.00	18.00
	3.1.15 Crime Analysis Systems (ABIS)	2.00	2.00	4.00
	3.1.16 Safer City	80.00	80.00	160.00
Sub Total		296.00	495.50	791.50
New	3.1.17 Construction of 22 Police Posts with Seven (7) Houses Each and Base Camps in Marapong, Sebina, Mankodi, Makaleng, Khawa, Dobe, West Hanahai, Mogoditshane (Tsolamosese), Eretsha and Serowe (Basimane Ward)	100.00	156.00	256.00
	3.1.18 SSG Francistown, Workshop and 150 Staff Houses	5.00	60.00	65.00
	3.1.19 Molepolole Police Station and 150 Staff Houses	0.00	10.00	10.00
	3.1.20 Re-construction of 53 Peleng Staff Houses	10.00	40.00	50.00
	3.1.21 Maintenance of Estate and Equipment in CPS Francistown, Mabutsane, Kanye Staff Houses (Sejelo) and Kasane	20.00	20.00	40.00
	3.1.22 Provision of Staff Houses at Various Locations	10.00	50.00	60.00
	3.1.23 Police Headquarters Expansion	10.00	60.00	70.00
Sub Total		155.00	396.00	551.00
Total Estimated Cost		451.00	891.50	1,342.50

3.2 Police Telecommunications

Total Estimated Cost: P47.10 Million

The objective of this Programme is to enhance connectivity and access to services by citizens, while improving the intelligence capacity of the BPS in dealing with cyber security issues. The Project entails improvement to police infrastructure and the use of digital technology in policing.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	3.2.1 Installation of Multi-media Area Network	0.00	12.10	12.10
	3.2.2 Cyber Security and Intelligence Management	0.00	35.00	35.00
Sub Total		0.00	47.10	47.10
Total Estimated Cost		0.00	47.10	47.10

3.3 Unmanned Aerial Vehicles (UAV)

Total Estimated Cost: P85.00 Million

The objective of this Project is to enhance surveillance and crime investigations in the Police Service. It entails the acquisition of drones to serve as eyes in the sky for police officers on the ground, providing the police with a much larger aerial field of view. The Project will also map and recreate crime scenes, resulting in improved crime scene management and response time.

Project		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	Unmanned Aerial Vehicle (UAV) technology	10.00	75.00	85.00
Total Estimated Cost		10.00	75.00	85.00

4.0 Botswana Prison and Rehabilitation Services Prison Facilities

Total Estimated Cost: P392.30 Million

The objective of the Programme is to improve prison security through provision of facilities for the Botswana Prison and Rehabilitation Services. This entails construction of housing units for both staff and prisoners as well as offender rehabilitation and service delivery within the Prison Service. Additional prison officers will be recruited to enhance the ability of the prison service to carry out its mandate in a more efficient and effective manner.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1.1 Fencing of Prison Facilities - Selected Prisons	15.00	25.00	40.00
	4.1.2 Refurbishment of Prison Facilities	20.00	20.00	40.00
	4.1.3 Prison Security Equipment	10.00	20.00	30.00
	4.1.4 Installation of Standby Generators	2.00	0.50	2.50
	4.1.5 Computerisation of Prison System	8.50	2.40	10.90
	4.1.6 Integrated Prison Security Solution	0.40	0.00	0.40
	4.1.7 Communication Equipment	10.00	3.00	13.00
	4.1.8 Staff Housing - Department of Prisons	21.30	46.60	67.90
Sub Total		87.20	117.50	204.70
New	4.1.9 Vehicle Fleet Expansion	20.00	15.00	35.00
	4.1.10 Prisons Headquarters Building	6.00	0.50	6.50
	4.1.11 Establishment of Rehabilitation Centre at Lobatse	10.00	1.60	11.60
	4.1.12 Framing Infrastructure and Equipment	25.50	5.00	30.50
	4.1.13 Introduction of Offender Case Management	1.00	6.00	7.00
	4.1.14 Relocation of Kasane Prison	10.00	50.00	60.00
	4.1.15 Improvements to Gaborone Women's Prison	0.50	5.00	5.50
	4.1.16 Construction of Staff Houses - Various Locations	5.00	10.00	15.00
	4.1.17 Construction of Security Wing, Farm and Staff Houses at Sepopa	0.00	5.00	5.00
	4.1.18 Establishment of Prison Air Wing	1.50	10.00	11.50
Sub Total		79.50	108.10	187.60
Total Estimated Cost		166.70	225.60	392.30

2800 ETHICS AND INTEGRITY DIRECTORATE

1.0 Ethics and Integrity Infrastructure Total Estimated Cost: P3.30 Million

The objective of this Programme is to facilitate submission of complete and correct declarations by declarants in line with the Declaration of Assets and Liabilities Act. A project to digitalize the Botswana's assets and liabilities declaration system is currently being developed. This will make it easier for declarants to complete and send declaration forms electronically.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	1.1 ICT Equipment	1.50	0.00	1.50
	1.2 Vehicle Fleet (Expansion)	1.20	0.60	1.80
Total Estimated Cost		2.70	0.60	3.30

2900 MINISTRY OF JUSTICE

1.0 Computerisation Total Estimated Cost: P14.00 Million

The Programme entails the development of the asset management system for the Office of the Receiver and Legal Aid Botswana ICT infrastructure (upgrade and digitalisation) which includes, among others, case management and electronic records management systems.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
New	1.1 Development of Project Management System	7.00	1.00	8.00
	1.2 Legal Aid Botswana ICT Infrastructure (Upgrade and Digitalization)	5.00	1.00	6.00
Total Estimated Cost		12.00	2.00	14.00

2.0 Infrastructure Development

Total Estimated Cost: P106.40 Million

This Programme is aimed at enhancing government effectiveness, rule of law, voice and accountability. It comprises different infrastructure projects which include water supply and rehabilitation; construction of conference facility, offices and staff housing; construction of access road; and, paving of internal roads at the Dukwi Refugee Camp. The Project also covers office relocations, development of the Receiver's warehouses, and establishment of Legal Aid Botswana's offices in Ghanzi and Letlhakane as well as expansion of vehicle fleet.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 Upgrading of Dukwi Refugee Camp Clinic	1.00	0.00	1.00
Sub Total		1.00	0.00	1.00
New	2.2 Dukwi Water Supply Rehabilitation	5.80	0.50	6.30
	2.3 Construction of Conference Facility and Offices - Dukwi Refugee Camp	2.50	0.00	2.50
	2.4 Development of Office of the Receiver Warehouse - Gaborone	24.5	3.8	28.3
	2.5 Development of Office of the Receiver Warehouse - Francistown	0.00	11.10	11.10
	2.6 Development of Office of the Receiver Warehouse - Lobatse	0.00	0.60	0.60
	2.7 Establishment of Legal Aid, Ghanzi Office.	12.00	7.20	19.20
	2.8 Relocation of Francistown, Kasane and Maun Centres	6.00	7.30	13.30
	2.9 Establishment of Legal Aid Letlhakane Office.	0.00	12.00	12.00
	2.10 Vehicle Fleet Expansion - MoJ	1.20	3.40	4.60
	2.11 Construction of Access Road from A1 Highway and Paving of Internal Roads - Dukwi Refugee Camp	3.50	0.00	3.50
	2.12 Maintenance of Facilities - Old Staff Houses, Office Facilities and Community Hall	4.00	0.00	4.00
Sub Total		59.50	45.90	105.40
Total Estimated Cost		60.50	45.90	106.40

3000 MINISTRY OF ENTREPRENEURSHIP

1.0 Infrastructure Development Total Estimated Cost: P462.00 Million

The objective of this Programme is to support infrastructure development as well as build capacity of the SMEs with the aim of enhancing their productivity and competitiveness towards sustainable and inclusive economic growth through a cluster-based approach. The built infrastructure will support the establishment of SME business hubs with affordable and appropriate Common Facility Centres (CFCs). The hubs will work with established anchor firms in priority value chains to take advantage of both local and export opportunities. The Programme will also help to promote resource efficiencies and achieve economies of scale in value chain development by increasing the accessibility and supply of support services for businesses.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	1.1 Development of the Leather Industry Park	150.00	100.00	250.00
	1.2 Livestock Marketing Concentration Centre in Tsabong and Serowe	20.00	72.00	92.00
	1.3 National Agro-processing Centre in Gaborone and Francistown	10.00	50.00	60.00
Sub Total		180.00	222.00	402.00
New	1.4 Construction of SME Business Hubs (e.g. Horticulture Hubs along A1 Highway and in Francistown)	10.00	50.00	60.00
Sub Total		10.00	50.00	60.00
Total Estimated Cost		190.00	272.00	462.00

2.0 MoE Computerization

Total Estimated Cost: P32.50 Million

The Programme aims to develop infrastructure to facilitate entrepreneurs to access online services in order to develop their enterprises. It will cover electronic cooperative registration, e-commerce, and agricultural marketing application.

Projects		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	2.1 MoE Management Information System (Electronic Cooperative Registration)	3.00	0.00	3.00
	2.2. MoE Management Information System (Agricultural Marketing Application)	3.50	8.00	11.50
Sub Total		6.50	8.00	14.50
New	2.2. MoE Management Information System (e-Commerce and Development of Integrated Critical Management System for Cooperative Centre)	0.00	18.00	18.00
Sub Total		0.00	18.00	18.00
Total Estimated Cost		6.50	26.00	32.50

3.0 Doing Business Reforms

Total Estimated Cost: P1, 085.00 Million

The Programme aims to accelerate the growth of Small, Medium and Micro Enterprises (SMMEs) as well as support capacity building of some selected enterprise development institutions through provision of tailor-made business advisory services, monitoring and financial support.

		2023/24	2024/25	Total Estimated Cost
Projects		PULA Million		
Ongoing	3.1. Enterprise Competitiveness - TOKAFALA	5.00	5.00	10.00
	3.2. Cluster Development	0.30	0.33	0.63
Sub Total		5.30	5.33	10.63
New	3.2 Promotion of Entrepreneurial Culture and Mindset Change – e.g., through National Campaigns and Stakeholder Engagement	20.00	20.00	40.00
	3.3 Hosting Entrepreneurship Summits	25.00	10.00	35.00
	3.4 Entrepreneurship Financing (Recapitalize CEDA for Value Chain Financing)	500.00	500.00	1,000.00
Sub Total		545.00	530.00	1,075.00
Total Estimated Cost		550.00	535.00	1,085.00

4.0 Wealth Creation

Total Estimated Cost: P193.50 Million

The Wealth Creation Programme will continue to address issues affecting the livelihoods of Batswana at community level. The aim of this Programme is to eradicate poverty and ensure food security through relevant programmes in the agriculture, housing, social protection, youth development and education sectors. The Programme will reduce inequality and vulnerability as well as help the poor and vulnerable to graduate from dependency on social protection/hand-outs and better manage risks they are exposed to in their day-to-day lives. Its ultimate objective is to reduce subsistence and increase market-oriented activities that integrate informal and micro-enterprises into value chains that create sustainable jobs and improve livelihoods.

Project		2023/24	2024/25	Total Estimated Cost
		PULA Million		
Ongoing	4.1 Development of Micro Enterprises	89.50	104.00	193.50
Total Estimated Cost		89.50	104.00	193.50

