

DESA

BOTSWANA, REPUBLIC OF BOTSWANA  
UNDP COUNTRY PROGRAMME, 1977-1981  
DRAFTS

13 AUG 1975-9 NOV 1977

UNCLASSIFIED

VP/WG SEPT 2014

PLEASE RETAIN  
ORIGINAL ORDER

UN ARCHIVES

SERIES	<u>S-1906</u>
BOX	<u>5</u>
FILE	<u>7</u>
ACC.	<u>TE 311/1</u>

5 August 1976

INTEROFFICE MEMORANDUM

To: Mr. Vladimir Sava, Director  
Centre for Natural Resources, Energy and Transport  
Mr. Yat-sun Cheng, Director  
Division of Public Administration and Finance  
Mr. Simon A. Goldberg, Director  
Statistical Office  
Mr. George D. Howard, Director  
Social Development Division  
Mr. H.P. Myslenko, Director  
Centre for Housing, Building and Planning  
Mr. Klaus-Eberhard Stankke, Director  
Office of Science and Technology  
Mr. Leon Tutch, Director  
Population Division  
Mr. Simon G. Vassiliou, Assistant Director-in-Charge  
Development Planning Advisory Services

From: Eugene Fikis, Officer-in-Charge *E. Fikis*  
Division for East and Southern Africa, OTC

Subject: Botswana - Country Programme 1977-1981

- .....
1. Attached please find copy of the Country Programme 1977-1981 as prepared by the UNDP office in Botswana in co-operation with the Botswana Government along with a copy of the Resident Representative's letter of transmittal dated 23 July 1976.
  2. Please advise me of any comments you may have, by 19 August 1976.

BOTSWANA

**DRAFT**  
ORIGINAL

COUNTRY PROGRAMME PROPOSAL

FOR

UNITED NATIONS DEVELOPMENT PROGRAMME ASSISTANCE

1977 - 1981

21 June 1976



Errata

Reference in draft document		Action	
Page	Paragraph	Cancel	Insert
8	27, line 6	pre-occupation	pre-occupations
10	35, line 7	Fund	Foundation
18	64, line 11	2 years	1 3/4 years
- do -	65, lines 2 - 3	Ministry of Local Government and Lands	Ministry of Agriculture
- do -	65, line 11	18 months, through June 1978	30 months, through June 1979
24	82, line 11	underlining	underlying
26	91, line 8	practicing	practising
31	113, line 2		28 November, 1975
- do -	114, line 8	two years	three years
- do -	114, line 12		R.150.000



Summary Features of the Botswana

Country Programme for 1977 - 81

1. The document contains 43 main pages, of which 33 - 43 constitute annexes. In addition, there is an introductory section (pp ii - iv.)
2. The main body is divided into two sections. Section I outlines the development objectives and priorities of the Government during the next National Development Plan period (NDP IV) and the measures for achieving them. Section II sets out the areas in which Government considers UNDP assistance could contribute to the achievement of these objectives. There are five sectors, made up of ongoing and fresh activities, as follows:

	Ongoing Activity (A)			New Activity (B)		Total UNDP Contri. to Sector	
Sector	UNDP Contri. \$ 000	% of (A)+(B)	pp of docu.	UNDP Contri. \$ 000	% of (A)+(B)	(A)+(B) \$ 000	% of IPF
1. INFRASTRUCTURE	623	43	8-15	839	57	1 462	19.5
2. AGRICULTURE	906	81.0	16-21	214	19.0	1 120	14.9
3. NATURAL RESOURCES	304	40.0	22-24	463	60.0	767	10.2
4. HUMAN RESOURCES	477	24.0	25-29	1 516	76.0	1 993	26.6
5. INDUSTRY & COMMERCE	582	95.0	30-32	29	5.0	611	8.2
TOTAL SECTOR	2 892			3 061		5 953	
OVERPROGRAMMING 1973-76						1 200	16.0
RESERVE						347	4.6
GRAND TOTAL IPF 1977-81						7 500	

There is also a Reserve List of projects for future support under the programme should more funds become available (Annex III.)

3. Annexes I and II deal with the summary of budgets, including estimated contributions in kind by the Government, and the timing of implementation.

TABLE OF CONTENTS

<u>SECTION</u>	<u>PAGE</u>
Introduction	ii-iv
I. Brief Statement of Over-all Development Objectives and Priorities	1 - 4
Estimated Development Assistance Resources for the Programme Period (Table I)	5
II. Description of Sectoral Needs to be met with UNDP Assistance	6 - 7
A. Infrastructure	8 - 15
B. Agriculture	16 - 21
C. Natural Resources	22 - 24
D. Human Resources	25 - 29
E. Industry and Commerce	30 - 32
III. Preliminary list of projects and estimated amount of Government and UNDP inputs for period 1977-81 (Annex I)	33 - 37
IV. Preliminary List of projects with tentative Timetable for project formulation and implementation (Annex II)	38 - 42
V. Reserve List (Annex III)	43



## INTRODUCTION

### Main Characteristics of Botswana

#### I. Geography:

- (a) Location: The Republic of Botswana is a landlocked country at the centre of Southern Africa, lying between latitude 18° and 27° South and longitude 20° and 29° East. It is surrounded on nearly 4/5 of its border by territories administered by the Republic of South Africa; the other 1/5 is made up of Southern Rhodesia and Zambia on the far north where the construction of an all-weather gravel road link is scheduled for completion in 1976.
- (b) Area: 570,000 square kilometers (220,000 square miles)
- (c) Physical Features: Three ecological Zones: first; the eastern zone with relatively good soil and just enough rainfall to support cattle raising and arable farming where about 80% of the population live; second; the Okavango Delta covering over 15,000 square kilometers in the north western area, rich in wildlife, but poor in soil quality; the rest is a wide stretch of Kalahari sand veld, semi-arid to arid savannah.
- (d) Climate: Varies from tropical to sub-tropical, depending on the region.

- II. Population: Approximately 720,000 with growth rate of 2% per annum.

III. <u>Trends in Education:</u>	<u>Primary</u>	<u>Secondary</u>	<u>University</u>
No. of schools	323	29	1
No. of teachers	3,509	570	30
No of pupils/students	116,293	12,098	289

1975 Figures

IV. Natural Resources:

- a) Minerals: Botswana's most valuable natural resource is its mineral deposits, mainly diamond (Orapa), copper/nickel (Selebi-Pikwe). Coal has been discovered in economic quantity (Morupule) though yet unexploited on a large scale.
- b) Water: The Okavango Delta has vast water resource, but its economic value is so far limited by its distance from the centre of population and economic activity in the eastern belt. In effect, water still remains Botswana's major constraint to development.
- c) Tourism: The Chobe National Park is reputed as harbouring some of the rare animal species in Africa; over 55,000 tourists attracted annually.

V. Infrastructure:

- a) Air Service: Scheduled flights linking Gaborone with Lusaka and Johannesburg, Maun, Francistown and Selebi-Pikwe with Johannesburg. A few internal connexions of major towns to Gaborone also exist.
- b) Roads: Botswana has about 250 km. of tarmac, 1,120 km. of gravel and 6,500 km of earth roads.
- c) Railway: Rhodesian Railways operate a railway line which crosses the eastern side of the country with stopping stations at Lobatse, Gaborone, Mahalapye, Palapye and Francistown. Total length is 525 km.

VI. Economy: Mixed, with Government participation exercised through parastatals:

- a) GDP: 1973/1974 - \$220.0 million
- b) Growth Rate (Estimate): 24.5% per annum 1971/1972-1976/1977  
(in current prices)
- c) Average per Capita Income: \$330 per annum
- d) Contribution to GDP:
- |                                     |          |               |
|-------------------------------------|----------|---------------|
| i) Agriculture, Fisheries, Forestry | \$70.7 m | 32.0% (73/74) |
| ii) Mining                          | \$18.3 m | 8.3% ( " )    |
| iii) Manufacturing                  | \$11.7 m | 5.3% ( " )    |
| iv) Water, electricity              | \$ 3.8 m | 1.7% ( " )    |



(v) Construction:	\$24.5 m.	11.1%(1973/74)	
(vi) Trade, hotels, restaurants, etc.	\$40.5 m.	18.3%	"
(vii) Transport, communication:	\$ 6.2 m.	2.8%	"
(viii) Finance, insurance, etc.	\$15.0 m.	6.8%	"
(ix) Community and personal services:	\$ 9.9 m.	4.5%	"
(x) General Government:	\$20.5 m.	9.5%	"

### VII Foreign Trade:

-Imports 1973/1974 \$120.2 m.

-Exports 1973/1974 \$ 88.9 m.

-Balance of payments (on current account): \$35.2 m.

### III Public Finance:

(i) Current revenue 1974/75 \$73.2 m.

(ii) Current expenditure 1974/75 \$44.5 m.

(iii) Capital Expenditure 1974/75 \$37.9 m.

A national currency, the Pula, will be introduced later in 1976.

BOTSWANA

UNITED NATIONS DEVELOPMENT PROGRAMME

COUNTRY PROGRAMME PROPOSAL

FOR

1977 - 1981

SECTION I

BRIEF STATEMENT OF OVER-ALL DEVELOPMENT OBJECTIVES AND PRIORITIES

1. The 1977-81 UNDP Country Programme for Botswana will coincide with the fourth National Development Plan, 1976-81 (NDP IV), now being finalized for publication.

2. The fourth National Development Plan states Botswana's National Development objectives as follows:

- i) Rapid economic growth,
- ii) Social justice,
- iii) Economic independence,
- iv) Sustained production.

3. A recent review of the Third National Development Plan (NDP III) reveals that the economy has achieved a high rate of growth during the past four years, at an average of 11% p.a. in real terms. However, the growth rate during NDP IV will be maintained at 8-9% level. The rapid growth during 1973-76 has exacerbated the demand for skilled manpower which can only be met in the short-term by relying heavily on foreign personnel, either under technical assistance or direct contract, which has been the case.

4. Government will, therefore, during NDP IV concentrate on measures to relieve the growing shortage of skilled manpower by increasing investment on education, post secondary technical and professional training, and university expansion. During NDP IV, six secondary schools will be constructed; teacher training facilities at the Gaborone Campus of UBS will be expanded as also the National Centre for Vocational Training; the Brigade movement will be provided with more resources. A loan of \$10.5 m has been negotiated from the World Bank, as part of a planned investment of at least \$45 m for education between 1976 and 1981. The Government is increasing its share of control and management of the erstwhile tripartite UBLS. Investment of the magnitude of \$5.8 m is planned for the Botswana Campus during NDP IV, both to increase the intake of nationals and to expand courses.



5. Development expenditure on road construction takes the largest share in infrastructure. Work will commence on the construction of the Gaborone-Molepolole and Lobatse-Kanye roads to bitumen standard, as well as upgrading the North-South road. The Kazangula-Nata road linking Gaborone to Zambia is scheduled for completion by the end of 1976.
6. Mineral resources now contribute 21% of the GDP. Diamond production at Orapa in 1975 amounted to \$29 m. Under current negotiations, output at Orapa is expected to double by 1980. Production and marketing arrangements are proceeding so that the new mine at Letlhakane will become operational during 1976-81 Plan period. Despite technical problems, the Selibe-Pikwe copper project has employment potential of over 3,000 and had contributed substantial customs revenue during the construction fiscal year period.
7. Investment in the parastatal organizations will be kept under constant review to ensure that they function effectively as part of Government instrument of economic policy. Management efficiency and financial discipline will be maintained. These organizations provide employment to approximately 3,600 (about 1/5 of the total public sector labour force) and receive Government investment to the tune of \$12 m to \$16 m or 10-20% of total public sector investment. The abattoir at Lobatse will be expanded during NDP IV. A joint venture cement plant involving Botswana Development Corporation and a German firm will also commence operation.
8. A major concern of the Government is to secure the benefits of economic progress for the entire population of Botswana. Approximately 80% of the population of Botswana live in the rural areas. During NDP IV, the efforts of the Government will be directed towards improving the living conditions of these people by according priority to infrastructure and human resources development.
9. The development strategy during NDP IV will see more channelling of increased mineral-led national wealth into long-term productive investment for which the rural areas demonstrate high potential in Botswana. The priority of investment in social and economic infrastructure in rural areas is not only aimed at increased social justice, but also designed to achieve sustained economic growth in which the levelling out of income and employment opportunities as between urban and rural poor is seen as major policy objective.
10. Priority rural infrastructure investments during NDP IV include the construction of primary schools, health centres and clinics, the provision of water supplies and the improvement of rural access roads. These investment activities are expected to create the initial attraction and sustain settlement as well as facilitate full exploitation of the resources within an environment that is conducive to maximum efficiency.



11. Improvement in employment opportunities and the living standards of rural population will not only serve the objective of social justice. The Government believes that imbalance in the distribution of population as between towns and rural areas arises in part from the inequality in social conditions and opportunities. Investment and economic measures contemplated will be applied to improve social conditions in the rural areas, including provision of self-supporting employment opportunities which will remove a major incentive to rural-urban migration, so noticeable during NDP III.
12. Therefore, opportunities for self-employment in rural areas for those not engaged in productive farming will be created, as part of Government drive to stimulate economic activity and increase employment opportunities. Suitable training will be provided to develop small-scale enterprises and the Government's parastatal (BEDU) will receive additional capital grant to support the establishment of more industrial estates in areas with adjoining rural inlands. A tannery will be constructed at Mochudi and additional industrial estates will be built at Kanye, Molepolole, Kasane, Selibe-Pikwe and Lobatse.
13. The Central Bank which started functioning in July 1975 will issue the national currency, the Pula in 1976. This step is considered important as it will provide the Government with the initiative and independence in making economic policy decisions hitherto left to the virtual prerogative of the Government of South Africa, through the management of the Rand Monetary Area (RMA). With the introduction of the Pula, Botswana will no longer belong to the RMA and should be able to make both fiscal and monetary decisions best suited to the advancement of her economy.
14. Once established, the Central Bank will initiate measures for an internal money market which will enable the Government to mobilize savings for internal support to development activities.
15. The Government will keep the price level under close review so as to maintain the effective level of investment targets on which long-term national economic progress depends. Despite these measures, the Government will, as a policy, ensure reasonable allowance for inflation in its development budgets and investment projection.
16. The Government plans to provide \$80.9 m from internal sources to support its development efforts during NDP IV. In addition, a total of \$212.9 m\* is expected from external sources in the form of technical assistance, grants and loans. These details are set out on Table I. The following projects indicate some major priority areas in which external development assistance will be invested during NDP IV.
- a) The construction of the Kanye-Lobatse road to link major villages with the main North-South road and railway line, for which the African Development Bank has approved \$5.2 m.;
  - b) World Bank third road project involving a loan of \$6.5 m will finance the construction of the Gaborone-Molepolole road to link Kweneng District with Gaborone.
  - c) Rural health development grant of \$5.2 m by NORAD will support the construction of 50 clinics, 60 houses as accommodation for nurses, 160 health posts, furniture and medical equipment.

---

\* Excluding UNDP



- d) Aid agreement recently signed between the Government and the European Economic Commission includes the following projects:-

livestock development and conservation; rural industrial infrastructure including administration and management; development of medium and small businesses; urban water supplies and Lobatse-Ramatlabama road. Assistance will extend over a 4-year programme period, effective 1976, at approximately \$22 m.

TABLE I

ESTIMATED DEVELOPMENT ASSISTANCE RESOURCES\*

FOR THE PROGRAMME PERIOD (1977-1981)

(In million US \$)

<u>Source</u>	<u>A m o u n t s</u>				<u>1981</u>	<u>TOTAL</u>
	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>		
Bilateral Programmes	34.3	28.3	22.6	21.0	19.7	125.9
Multilateral programmes other than UNDP and UN Organizations	12.2	20.7	14.5	10.4	18.1	75.9
<u>UN Organizations and Regular Programmes</u>						
UNICEF	0.24	0.09	0.06	0.06	0.06	0.6
UNIDO	0.02	0.02	0.02	0.02	0.02	0.1
WHO	0.07	0.08	0.08	0.08	0.09	0.4
WFP	2.0	2.0	2.0	2.0	2.0	10.0
<u>Sub-total:</u>	2.3	2.2	2.2	2.2	2.2	11.1
UNDP IPF	1.5	1.5	1.5	1.5	1.5	7.5
GRAND TOTAL:	50.3	52.7	40.8	35.1	41.5	220.4

\* These are projections with possible actual disbursement per annum of approximately 75%.



## SECTION II

### DESCRIPTION OF SECTORAL NEEDS TO BE MET WITH UNDP ASSISTANCE

17. The shortage of manpower is a major constraint to development in Botswana. Government seeks UNDP assistance in the provision of high level expertise both advisory and operational to advise on the implementation of development projects and, in the case of operational personnel, to fill highly sensitive posts in terms of national economic interest.
18. The Government also receives sizeable technical assistance from a number of friendly Governments (the UK, Sweden, Norway, USA) whose programmes of co-operation include the assignment of experts. These inputs are co-ordinated by the Directorate of Personnel and will complement UNDP technical assistance, without obscuring its distinct contributions and characteristics which will be maintained.

### HUMAN RESOURCES DEVELOPMENT

19. At the same time, priority will be given to the training of young nationals where they are immediately available. Alternatively, suitable scheme should be initiated with every project to enable Botswana nationals to be identified for training to man highly skilled posts in future years and ensure continuity. In appropriate cases, Government will fund a training scheme as supplement to UNDP fellowship programme, once a viable training programme is approved.

#### Remedial Training:

20. In view of the low level of education which still exists in Botswana, various kinds of remedial training, up-dated by relevant experience, should supplement the limited university and post-secondary material at present available. The Government will assist UNIP experts to identify suitable candidates.

#### On-the-job Training:

21. The Government recognizes the need to provide national counterparts, and accepts the principle that technical assistance personnel should not become part of national administrative establishment. Nor is the temptation to provide staff, often from another aid programme, regarded as an answer to counterpart arrangement.

The Government regards a counterpart as a national who requires training on the job. However, Government believes that technical assistance in a country of Botswana's level of educational attainment and manpower supply should both solve a specific development problem in the course of which a suitable Motswana should be trained. Otherwise, the Government will be forced to deprive equally important development undertaking of one or two best men available to be able to provide a suitably qualified counterpart to a new project.

#### Expansion of educational facilities at primary, secondary and post-secondary levels:

22. More primary and secondary schools will be established during NIP IV for which corresponding training of teachers will be needed. The training of nationals to fill technical and professional posts remains a pressing need. Existing post-secondary technical and professional training institutions will be expanded to meet future needs.



- a) The Botswana Agricultural College: to continue courses in agriculture, including extension, animal health and community development.
- b) Botswana Training Centre: The training of secretarial staff is to commence, to meet an urgent national need.
- c) The National Health Training Institute: to continue courses in general nursing, midwifery, dental therapy and health support staff and provide fresh courses for pharmacy technicians, physio-therapy and occupational therapy.
- d) UBS: to provide university and professional education to nationals of Botswana. Existing courses in science and statistics will be continued preferably under current regional arrangement; alternatively Government will examine ways to maintain these courses exclusively at the Botswana Campus. In view of current trend towards national status in the partner countries, Botswana recognizes its obligation to ensure that its national needs are adequately protected.

#### Industry and Commerce:

23. Assistance in the development of small-scale industries and the training of Botswana entrepreneurs in the management of small businesses will be continued through support to the Botswana Enterprises Development Unit (BEDU).

#### Agriculture and Rural Development:

24. The livestock industry is to be modernized to increase productivity. The Marketing Board system will be strengthened to encourage investment in crop farming. The aim is not only to provide increased employment opportunities in the rural areas through agriculture, but also to enhance the ability of the nation to feed itself.

#### Natural Resources:

25. The search for national sufficiency in water supply both for human consumption as well as provide for agricultural and industrial needs, is to continue.

The training of Botswana should now include manpower to support the country's growing mineral wealth. The Government believes that UNDP is in a better position to provide assistance in this strategic area.

#### Infrastructure:

26. The Government will seek substantial support in the development of communication, both for internal needs and for the vital link of a land-locked country with the outside world. Due to resource constraints, it is decided to concentrate UNDP inputs on Civil Aviation.



A. INFRASTRUCTURE

27. Despite nine years of independence, the public services in Botswana are still largely dependent on foreign assistance for the supply of skilled manpower and advice. This is due to the fact that Botswana inherited a serious manpower shortage at independence. Little was done during the colonial era to establish the institutional base for manpower supply which has become one of the major pre-occupation of the independence period in which the need to maintain essential public services with foreign assistance has to be combined with a programme of manpower development.

28. During NDP IV, it is envisaged that expatriate content of "high level" skilled manpower currently rated at 60% will be reduced to 30%. Measures to attain this target have been the subject of special recommendation by a Presidential Commission on localization and training, and include educational reform under the National Education Commission supported by UNDP (BOT/76/018), extensive in-service training, including the in-service training of teachers to cope with short-term expansion requirements and mandatory counterpart training by all foreign assistance and direct contract personnel. The report of the Education Commission is anxiously awaited by the Government and external assistance will be sought to implement its recommendations, where appropriate.

29. A major share of investment in infrastructure during NDP IV will be concentrated in the rural areas. This includes the construction of more access roads, rural water supply, schools and hospitals. Investment in the local councils will include measures to strengthen their administration and management capability to cope with the increased responsibility in areas within their jurisdiction. Rural roads, water supply, hospitals and other infrastructure projects will be allocated \$ 58 million during NDP IV. The roads projects will link rural settlements to major roads, especially the North-South trunk and the eastern agriculture-rich belt in a national network to meet the needs of rural modernization.

30. Increased road network will only meet one aspect of Botswana's requirements for transportation and communication. As a landlocked country with some 570,000 square kilometers of land surface, Botswana needs air transport to link the growth centres, namely, the mining areas, the tourist centres and game reserves as well as facilitate its main export of meat and precious stones.



31. The development of civil aviation is taking a rapid pace. Over 70 airfields and airstrips have already been provided throughout the country. The target of the Government is to maintain a traffic growth rate of 35% per annum. This level places considerable demand on skilled manpower and technical advice which are being met largely through foreign aid, in which the UK, Sweden and the UNDP are playing a major role. Currently, UNDP is providing an OPAS Director of Civil Aviation (BOT/75/006), an OPAS Telecommunication Engineer and a fellowship programme in Commercial Pilot Licence (BOT/74/014). Two Batswana are on training abroad.

32. The development of Posts and Telecommunications is seen by the Government as part of the whole complex of linking the country together by roads, air, telecommunications and postal services. During NDP IV, investment in telecommunications will amount to \$16 m for manpower development, carrier transmission equipment, microwave trunk routes as part of PANAFTEL TELECOM NETWORK, radio communication, and telephone exchange.

33. Currently, UNDP's assistance to Posts and Telecommunications in Botswana comprises the regional Posts and Telecommunications Training project (RAF/71/208) and an Adviser to the new Botswana Director (BOT/73/002) financed under Special Measures Fund. Botswana Government has already supported the request of other participating countries for the extension of RAF/71/208 to Phase III.

34. The rapid growth of urban population in the recent years has attracted Government's attention, and investment in housing. In Gaborone and other major towns, a new strategy of self-help low-income housing is being developed for which financial and technical advice will be sought from the United Nations Habitat and Human Settlements Foundation as well as the Capital Development Fund. The development of the Broadhurst phase of Gaborone to which the UNDP/United Nations (OTC) have made extensive contribution under project BOT/71/003 (Town Planning) is the first in a series of urban planning policy aimed at relieving population



congestion and urban squalor, with more modestly structured capital cost on water supply and basic infrastructure requirements. The ultimate aim is to achieve a reasonably-priced finished house for average income groups.

35. The experiment of self-help low-cost housing should, with experience, extend to rural areas. The Botswana Housing Corporation will gradually re-orient its investment priorities to facilitate the provision of funds and expertise suitable for Botswana's housing requirements. In this connexion, the Government is in principle keen on establishing a housing bank, but seeks further expert advice which ECA and UNEP have offered. It is hoped that their recommendations will provide a basis for financial assistance from the UN Human Settlements Fund and the UN Capital Development Fund, to support a locally based housing bank.

#### Economic and Social Planning:

36. Since independence, the planning machinery and organization in Botswana have undergone a number of changes, culminating in the formation of the Ministry of Finance and Development Planning (MFDP) in 1970 in which the central planning Division of Economic Affairs is now located.

37. In MFDP, there is close co-ordination between planning and budget administration which ensures that the National Development Plan is closely followed. To strengthen their planning capabilities as key Ministries concerned with development planning, Planning Units have now been created in the Ministries of Agriculture, Education, Works and Communication, Mineral Resources and Water Affairs, Commerce and Industry, and Local Government and Lands.

38. Other institutions which form part of the over-all planning and implementation organization are Planning Committees, among which are the Natural Resources Technical Committee, the Rural Development Council and the National Employment, Manpower and Incomes Council.

39. In recent years, MFDP has prepared a number of major projects and supervised their implementation. These duties tend to place increasing demand on the limited staff of the Department. However, the situation should gradually improve as more qualified national staff become available for higher level planning duties and decision making in the sectoral Ministries and parastatal organizations.

40. Currently, planning in Botswana still receives considerable support from technical assistance. The United Kingdom, the Ford Foundation, FRG, SIDA and NORAD have assigned planners to the sectoral Ministries and local councils. Assistance to the Central Statistics Office by UNDP has been completed and the two posts, Agricultural Statistics and Economic Statistics have been filled by nationals. A third post assisted by UNDP at sectoral level, namely, Mineral Resources Planning, has reverted to the Government. However, the Rural Development Adviser, currently responsible for the co-ordination of the Government's rural development programme will be continued for further 2 years, and will be strengthened by the continuation of an advisory post to handle the co-ordination of the Government's tribal grazing policy.

41. The output of professional statisticians and planners is still very low. The UNDP-assisted Statistical Training project (RAF/71/260) operates, in addition to the degree course, a certificate course (for statistical officers) at the Botswana Campus, and provides in-service sandwich courses for middle-level staff in sectoral Ministries. Not only have the first-degree Botswana graduates



(two expected 1976) still to complete their courses, but on the whole, the national need is still greater. However, this project constitutes a valuable nucleus which the Government plans to develop to meet national needs during its current expansion programme of UBS.

#### ON-GOING/APPROVED PROJECTS

##### Rural Development Adviser (BOT/72/028):

42. UNDP assistance to this project started in August 1973 with the assignment of one expert for an initial period of two years. The post, which is located in the Ministry of Finance and Development Planning, has a central co-ordinating function under which the management expertise for the Government's Rural Development Programme is discharged. The Programme embraces a wide range of development inputs intended to raise the standard of living and increase productivity and employment opportunity of the rural areas. It includes a new grazing concept, known as Tribal Grazing Land Policy (TGLP) which comprises a variety of economic and social development programmes, including land use, surveys, land use planning, land administration, conservation, and livestock development; rural education, other rural infrastructure and community development. This post has recently been strengthened by the appointment of a Co-ordinator for the Tribal Land Grazing Policy.

43. A national counterpart has already been appointed who will succeed the expert. His training so far included a 3-month course at the World Bank. However, the TGLP is expected to attain its peak period of investment and activity during NDP IV and the assistance of the incumbent expert will therefore be needed for additional two years. By the end of this period, the national counterpart is expected to be capable of running the Rural Development Planning Department.

UNDP is requested to provide 24 man-months of expert services at a total cost of \$97,900. Government's counterpart contribution in kind will amount to R 90,000.

#### Strengthening the Department of Civil Aviation

##### On-Going

- i) Director of Civil Aviation (OPAS) (BOT/75/006)
- ii) Telecommunications Engineer (OPAS) (BOT/74/023)

##### New Projects

- iii) Flight Safety Inspector (OPAS)
- iv) Airworthiness Inspector (OPAS)
- v) Aerodrome Engineer
- vi) Training Fellowships



i) The Director of Civil Aviation (OPAS)

44. The proper control and safety of air traffic and movement of passengers within Botswana air space requires close liaison between the Department of Civil Aviation and Roads Department for the maintenance of 42 airfields and emergency landing facilities; it also requires proper liaison with Civil Aviation authorities in adjoining countries. This duty emphasizes that the Department of Civil Aviation be headed by a highly qualified technician and administrator which Botswana cannot produce at present. It was decided as a result to fill the post of Director, Civil Aviation, under operational service arrangement. The incumbent will also be required to develop the Department of Civil Aviation and prepare a long-range master plan of aeronautical infrastructure, including the training of national Director.

45. The project was approved for a duration of two years in the previous Country Programme and became operational in December 1975. At present, no suitable counterpart has yet been identified but the alternative of recruiting a graduate trainee is being seriously considered. Such a scheme would take a minimum of 4 to 5 years of extensive training to produce a national who may ultimately aspire to the post of Director. The Government therefore requests further extension of this post for a minimum period of another 4 years, together with a training provision of 6 months fellowship, to provide part of the training of the national counterpart.

\*

UNDP is requested to provide 48 m/m of operational services at a total cost of \$168,400 and 6 m/m fellowship at a cost of \$3,600, amounting to a total UNDP contribution of \$172,000. Government counterpart contribution in kind is R 300,000

ii) Telecommunication Engineer (OPAS) (BOT/74/023)

46. This post was created to assist the Government in the preparation and implementation of an up-to-date aeronautical telecommunications and radio navigation facilities and to meet the manning and training requirements of the Civil Aviation in Botswana, in the interest of air safety and operational efficiency. The need to train local technicians and engineers for future national competence was recognized and specifically included in the terms of reference of the post. Until recently, there were no local staff, but three Cambridge School Certificate holders have now been recruited to form the nucleus of trainee-electronic technicians who will undergo a series of courses both on-the-job and overseas. The training programme will operate as a long-term Department manpower plan, supported with regular trainee recruitment to build a cadre of technicians. The OPAS expert assumed duties in June 1975 and will be requested to continue on assignment until at least three technicians are fully trained to Senior Electronic Technician level.

UNDP is requested to provide 36 m/m of operational services at a cost of \$126,300, in addition to 72m/m fellowships at a cost of \$43,200. Total UNDP contribution is \$169,500. Government counterpart contribution in kind is R 222,000.

Chief Executive, Water Utilities Corp. (OPAS) (BOT/72/012)

47. This post became operational in July 1974 and, during this period, the Corporation had played an increasing role in the servicing and provision of infrastructure to new industry-based towns in Botswana. It successfully handled



the water supply scheme of the Shashe project and has since taken over the water supplies of Gaborone and Lobatse. It is on the threshold of another possible industrial town enterprise, the Sua project. Although expatriate ratio is just almost 5% of the total labour force, the Corporation still experiences difficulty in filling senior management positions with qualified Batswana. The problem areas are those posts requiring mathematics and science in the senior cadre.

However, the Corporation has recently established its own training programme for supervisory management which should enhance the prospects of orderly manpower development. This programme will also benefit from the wide experience of the incumbent as well as UNIP-assisted project on Management development (Institute of Development BOT/75/002). The Government requests that the post of Chief Executive (OPAS) be continued for another three years, in the course of which a suitable Motswana will be identified to fill the post.

\*  
UNIP is requested to provide 36 m/m operational services at a total cost of \$126,300. Government counterpart contribution in kind is R450,000.

New Projects

- iii) Flight Safety Inspector (OPAS)
- iv) Airworthiness Inspector (OPAS)

48. The annual increase in air traffic movements terminating at Botswana aerodromes is currently estimated at 35% until 1980 for both scheduled and non-scheduled traffic.

It is estimated that by 1980, at the present rate of increase, aircraft traffic originating and terminating at the eight most important aerodromes will total 150,000 per annum.

To ensure that proper safety standards are maintained and that the growth of traffic is subject to proper operational control, it is essential that the Department of Civil Aviation is competent to supervise all flying operations.

At the present level of development in Botswana, such competence can only be provided under technical assistance. However, the Government is conscious that these services will ultimately be provided by its nationals to whose recruitment and training the experts will be requested to devote substantial part of their time.

49. It is envisaged that these posts may serve other countries in the sub-region especially Swaziland and Lesotho, and negotiations are continuing. In the event that the posts are shared, Botswana's contribution from IPF will be adjusted accordingly. In view of Botswana's superior position in aircraft traffic, the duty post of the experts will remain in Botswana.

UNIP is requested to provide 72 m/m of operational services at a total cost of \$252,600. Government counterpart contribution in kind is R414,000.

v) Aerodrome Engineer

50. This post forms part of Government programme for increased safety measures in Botswana airports. In-service training will form an essential part of the post. The Aerodrome Engineer will assist the Civil Aviation Department in the planning,



design and co-ordination of aerodrome development works and other matters connected with aerodrome engineering. He will also assist the Government in preparing the terms of reference for the master plan for the proposed new international airport for Gaborone. With the anticipated

increase in the development of aerodromes, there will be need for aerodrome engineers in the country for the planning, design, construction, maintenance, etc. of aerodromes. The proposed international airport project at Gaborone will give an excellent opportunity for training of some of the national staff who will be associated with the project right from the commencement.

UNDP is requested to provide 36 m/m of expert services at a cost of \$144,600. Government counterpart contribution in kind is R 135,000.

#### Economic Planners:

51. Fresh projects being undertaken by the Government during NDP IV places further demand on the central planning machinery at MFIP. A national agricultural census is scheduled for 1980, but preparation must commence in 1978 and an agricultural census expert will be requested for assignment in that year. Preparation for the next nation-wide population census in 1981 will begin during NDP IV. The Central Planning Ministry will be involved in all these activities, in addition to plan management, project appraisal and formulation. Another urgent need is for in-service training of young graduates now being recruited to the Ministry, in whose training the new experts will be heavily involved.

UNDP is requested to provide 72 m/m of expert services at a total cost of \$291,300. Government counterpart contribution in kind is R 165,000.

#### PUBLIC SERVICE FELLOWSHIPS

52. Until the financial situation in UNDP improves, Government will not request continuation of the system of maintaining fellowship blanket. However, public service fellowships, unattached to individual expert post or project but designed to fill specific essential post in the government programme of training nationals to run the public services will be requested. The number will be limited to candidates immediately available, as follows:

##### a) Administration:

i) 30 m/m fellowships for middle level staff of the Auditor-General Department to acquire practical experience in accountancy and auditing to strengthen financial control in the Public Sector. The programme entails one course per year per eligible staff member starting from 1 April 1978. Each course lasts 6 months and will involve assignment to one or two separate administrations overseas.

ii) 21 m/m for training attachment on similar lines as in (i) above. However, each of 5 attachments is to last 3 months and the area in which experience is required will be financial management in the Public Service. Candidates will be chosen from staff of the Treasury Department. The 6th candidate will require 6 months, being a professional accountant recommended for advanced financial and management experience. Total m/m - 39 at \$42,900.

b. Civil Aviation

i) Basic Air Traffic Control	12 m/m	\$ 7,200
ii) Basic Aerodrome and Approach Course (2)	12 m/m	8,000
iii) Aerodrome Fire Service Course (2)	7.5 m/m	6,000
iv) Air Traffic Control to Aerodrome and Approach Course	6 m/m	8,000
v) Statistical Officer	<u>7 m/m</u>	<u>4,200</u>
TOTAL:	44.5 m/m	\$33,400

UNDP is requested to provide a total of 83.5 m/m fellowships at a cost of \$76,300. Government counterpart contribution in kind is R 34,000.



## B. AGRICULTURAL AND RURAL DEVELOPMENT

53. Agriculture in Botswana is dominated by a tradition of livestock and cattle rearing. The savannah type of vegetation covers approximately 60% of the land area and provides suitable grazing facilities. Some 6% of the land area, mainly in the eastern region, has good potential for cultivation.

54. The main aims of agricultural policy are to improve the quality of the national herd, to modernize the grazing system and land use and stimulate cash crop production. The Ministry of Agriculture is responsible for the implementation of these policies, but still depends on sizeable technical assistance, mostly from the UK, SIDA, USAID and NORAD both in planning and field work.

55. Over 90% of the population live in the rural areas and some 70% of these are attached to traditional farming households. The population is based on a series of large central villages surrounded by "lands" or areas of cultivation. Beyond these lands extending into the desert are the "cattle posts". The siting of villages and cattle posts is determined by the availability of water. The ratio of cattle to people is approximately 3 to 1; some 13% of the rural people possess no cattle and no lands, a further 3% have landholdings but no cattle.

56. Both the human and animal populations are increasing and this is resulting in more and more pressure being put on the land and grazing being destroyed in the vicinity of villages, groundwater supplies and boreholes where cattle and other livestock cluster. Government has become increasingly aware of this situation and has decided on a national policy to be implemented in the rural areas which will result in a radical change in the land tenure system and in improved management of the range lands. This national policy on Tribal Grazing will change the Motswana way of life and will affect directly or indirectly virtually every Motswana.

57. A considerable amount of research has been undertaken by the Ministry of Agriculture on systems of Range Management and the Animal Research Division is now able to recommend simple but effective range management systems for the rural areas. (UNIP/FAO are extensively involved in these research activities and their co-ordination, through project BOT/74/002 Co-ordinator of Animal Production and Range Research and BOT/74/006 Range Research all financed under SMF Programme). If adopted, these measures will lead to increased productivity and at the same time improve the carrying capacity of the land. The proposed new system of land allocation will allow these systems to be followed by all farmers who will also be in a position to increase the quality of their animals by the use of improved sires.



58. The new policy is to divide the tribal grazing areas into three zones, namely: Commercial Farming Areas, Communal Grazing Areas and Reserved Areas. The terms of tenure and the type of development permitted will be different for each zone, ranging from individual or group rights to specific grazing land; an improved traditional system, to reservations set aside for future use. The new policy will also aim at improving the opportunities for the small stock owners and ensuring a better income distribution among cattle owners. Water supplies will also be controlled.

59. Research and field investigation in the livestock sector will be intensified to meet the future needs of the livestock industry. Range investigation projects will be implemented and a comprehensive breeding programme to provide improved sires is in operation. The abattoir at Lobatse will be expanded and a second abattoir has been considered. Training programmes for Range Managers will be instituted while a number of other projects aimed at increasing livestock productivity will be continued.

60. Increasing attention is being focused on crop production with the aim of meeting the demand for all agricultural foodstuffs by internal production. An Agricultural Marketing Board has been established which is charged with organizing the marketing infrastructure for the whole country. The Board is working closely with the marketing co-operative organization and will eventually purchase all agricultural produce at guaranteed prices. It is organizing the supply and distribution of agricultural inputs, undertaking the export of crops surplus to internal requirements and will manage proposed processing and milling enterprises.

61. Traditional agriculture is almost entirely confined to dryland farming and the main crop is sorghum. Small quantities of other crops - maize, cotton - are grown together with beans and other pulses. There are possibilities for irrigated agriculture and the production of a more diverse range of crops in certain areas bordering the Okavango Delta. The quality of the soil in Okavango Region for agriculture still remains highly doubtful but further research is being undertaken to investigate the productivity of the Kalahari sands both for dryland and irrigated crops under project BOT/72/019.

62. The UNDP/FAO Okavango project (BOT/71/506) will complete its studies of the Okavango Delta by the end of 1976 when its recommendations will be available to Government. It is envisaged that the report will present concrete plans for the utilization of water and wildlife resources of the Delta in a way most beneficial to the nation without damage to the environment. The techniques worked out for the evaluation of the wildlife resources of the delta will be used to undertake further wildlife surveys throughout Botswana.

#### On-going/Approved Projects

#### 63. General Manager, Agricultural Marketing Board (OPAS) (BOT/71/012):

The FAO General Manager of the Agricultural Marketing Board took up his duties in November 1973. He organized the setting up of the Marketing Board and drafted the required legislation. The Board was formally established (as a statutory body) in June 1974 when it commenced operations.

The present operations of the Board include the purchasing, storage, export and the supply for the domestic market of sorghum, maize, peas, beans, groundnuts, and sunflower seeds. A marketing network has been established with Marketing



Co-operatives acting as the agents of the Board. Storage facilities have been provided which enable reserves of grains to be held against potential crop failure. Another increasingly important activity of the Board is the supply of agricultural inputs. A wide range of inputs is already purchased in bulk by the Government agency for a sorghum milling project. It has also completed a feasibility study for an oil seed milling project. Other activities include the preparation of poultry and pig foods and the grading of produce for the domestic market.

64. Two Associate Experts assist the General Manager. One is an Accounts and Training Officer and the other supervises marketing operations and trains staff at buying and distribution depots. The policy of the Board is to employ local staff. A Motswana Deputy General Manager has been appointed and other local managerial and technical staff are receiving training on the job. The Board's long-term plan for training a Motswana for the post of Director is currently being discussed with UNDP and would involve special arrangement to strengthen the management so that the Deputy General Manager can be released to understudy the General Manager.

In the interim and to meet the expansion of activities, the Government requests that current General Manager continue on assignment for additional 2 years.

A provision of 3 months fellowship is also required to enable the future General Manager to obtain practical experience overseas.

UNDP is requested to provide 21 m/m of operational services at a cost of \$73,650 and 3 months' fellowship costing \$3,300. Total UNDP contribution will amount to \$76,950. Government counterpart contribution in kind is R 320,000.

65. Engineering Cartographer (OPAS) (BOT/71/002):

The original aim of this project was to assist in the execution of cartographic survey work of the Division of Land Utilization in the Ministry of Local Government and Lands, as part of Government's programme to combat land erosion. It was operational in 1972. In practice, the project has its ultimate value in the service to agriculture, and the Government requested in 1974 that the terms of reference be amended accordingly. The project revision also provided for one 36 m/m fellowship leading to technologist diploma in Cartography, tenable in the Netherlands. A candidate is already available and provides the hope for the first national who will assume higher responsibilities in the Department. However, the course is unlikely to commence in 1976. It has therefore been decided that the post be extended for additional 18 months, through June 1978, during which suitable arrangement for manning the Department will be completed. Other local staff are receiving training on the job.

UNDP is requested to provide for 30 m/m of operational services at a total cost of \$105,000, together with 36 m/m fellowship at a cost of \$21,600. Total UNDP contribution is \$126,880. Government counterpart contribution in kind is R217,000.

66. Co-ordinator of Range and Animal Production Research (BOT/74/002):

Animal production and development projects sponsored by a number of agencies have given rise to a need for specific technical studies to be undertaken by personnel from individual projects but who would in the course of their work be attached to the Range Section of the Division of Agricultural Research. With



research personnel emanating from a variety of sources, the need for close co-ordination cannot be over-emphasized, if research programmes are to be efficiently related to long-term problems relevant to national objectives. The post of a co-ordinator has therefore been created to ensure that individuals and groups within the team execute research programmes which are complementary and related to one another; to provide direction and leadership in the identification and choice of research projects and to provide effective organization within which research results can be disseminated. The post was operational in May 1974, under SMF which will continue to provide support through June 1978.

67. The considerable number of research posts requiring scientific qualifications can only be filled gradually. The post of animal breeder will be filled when the national counterpart completes his studies in July. However, over ten research posts are still filled by expatriates, all co-ordinated under the Range and Animal Production Research. The immediate aim is to strengthen this co-ordination function whilst the constituent research posts gradually pass to local graduates in the next four to five years.

UNDP is requested to provide 31 m/m of advisory services at a total cost of \$126,000. Government counterpart contribution in kind is R 114,000.

68. Range Ecologist (OPAS) (BOT/71/023):

An Ecological Department has been established in the Division of Land Utilization of the Ministry of Agriculture and the aim of this project is to undertake ecological survey of areas selected for development so as to provide advice on the productivity and capacity of ranges. Furthermore, field investigations and demonstrations concerning important ecological problems associated with extensive ranching in Botswana will be undertaken. The significance of this project has increased with the implementation of the Tribal Grazing Land Policy. It is expected to contribute substantially to the realization of Government plans for improved land management in the areas usually under communal grazing. The project was operational in May 1973 and it is to be extended for additional 2-1/3 man-years through April 1979. The incumbent expert currently heads the Department and 2 Botswana nationals are shortly due to proceed on fellowships leading to degrees in Range Ecology and Agronomy, respectively. It is the intention of the Government that the 2 candidates complete their courses and return to duty before the expert finally terminates his assignment within the current extension period.

UNDP is requested to provide 28 m/m of operational services at a total cost of \$98,300 and 48 m/m fellowships at a cost of \$52,800. Total UNDP contribution is \$151,000. Government counterpart contribution in kind is R 225,000.

69. Land Development Officer (OPAS) (BOT/72/001):

The objective of this project is to create a competent, fully localized Division of Land Utilization, within the Ministry of Agriculture. The main activities of the project are: to draw up land capability plans as well as prepare and execute those plans in consultation with appropriate local authorities. The expert is also to advise on extension and general conservation and anti-erosion measures, including the surveying and lay out of contour for farming schemes.

The project will co-operate fully with the new post of soil surveyor which may be implemented under UNDP or bilateral assistance. It was operational in March 1976 and is to be extended for additional 28 months through April 1979. The period



allows for the training programme to fill the post subsequently to be successfully completed.

UNDP is requested to provide 28 m/m operational services at a total cost of \$98,200. Government counterpart contribution in kind is R153,000.

70. Research Agronomist, Swamp and Dryland Soils of the Okavango (BOT/72/019):

The only permanent source of water in Botswana is the Okavango Delta and the Botletle River Complex. This water source has obvious attraction as a source for irrigated agriculture. The seasonally flooded lands or "molopa" areas have a potential for crops but little is known of the most suitable agricultural practices for their development. Research is also required on the behaviour of the Kalahari Soils (which cover a vast area of Botswana) for continuous cultivation and irrigation.

71. There are two Research Stations near Maun which are operated by the Research Agronomist who has set up a comprehensive research programme, including the irrigation of dryland crops. He is assisted by an Associate Expert Soil Scientist. A second Associate Expert is under recruitment. A wide range of crops and fruit trees are being investigated for their potential, while studies are being undertaken on soil behaviour under differing crop conditions.

Due to delays in commencing the project (it was operational in June 1973) it will not be possible to achieve project objectives, including training a national to maintain activities at the stations at the end of 1976. It is, therefore, necessary to extend the operations for further 2 years to obtain valid results. Counterpart to understudy the expert is being recruited and should assume duties early in 1977.

UNDP is requested to provide 24 m/m of expert services at a cost of \$97,800, together with 3 m/m training fellowship at a cost of \$3,300 for practical experience at a tropical research station. Total UNDP contribution is \$101,100. Government counterpart contribution in kind is R90,000.

72. Programme Co-ordinator, Tribal Grazing Policy (BOT/75/009):

Increased herd and uncontrolled grazing have led to serious overgrazing, with resultant soil erosion and bush encroachment around villages, surface water holes and boreholes over much of Botswana. Improved systems of management can deal with these problems. Government has published a White Paper (No. 2 of 1975) entitled "National Policy on Tribal Grazing Lands" setting out the policies to be adopted to prevent overgrazing, reduce inequality of income in the rural areas and allow growth and commercialization of the livestock industry. The project became operational in April 1976 under cost-sharing arrangement supported by SIDA.

73. A Land Development Team is being established in the Rural Development Unit of the Ministry of Finance and Development Planning and will be assisted by an Associate Expert or a UNV under the co-ordinator. The team will support the work of the different Ministries and Departments concerned with land planning activities. A Media Co-ordinator will be appointed under ODA/TA to handle public education and extensive information system that will deliver the new grazing concept, its advantages and impact to the rural population and facilitate acceptability. The Programme Co-ordinator (BOT/75/009) who is a member of the team is responsible for co-ordination of the various Ministries and Departments who are directly responsible for the various parts of the Tribal Grazing Land Development Programme



by arranging and servicing inter-ministerial meetings and discussion.

UNDP is requested to provide 36 m/m of expert services at a cost of \$146,100. Government counterpart contribution in kind is R 135,000.

#### NEW PROJECTS

##### 74. Agricultural Census:

The Government is proposing to carry out a comprehensive nationwide census of agriculture in 1980 which will be undertaken either following or in conjunction with the next population census. The census will form the first comprehensive and principal source of structural information on agriculture according to land tenure and other important social and economic criteria. It will also become the most important and basic element in the development of an integrated system of food and agricultural statistics.

75. Considerable preparatory work will have to be initiated for at least two years before the full census is undertaken while detailed data processing and evaluation will take a further two to three years. A well qualified Adviser in Agricultural Statistics supported by an Associate Expert will be required from 1978 onwards to co-ordinate and plan the census operations and to train the local professional and semi-professional staff. In view of the considerable travelling required, Government will provide the necessary transportation.

UNDP is requested to provide 48 m/m of expert services at a cost of \$194,300. Government counterpart contribution in kind is R 470,000.



### C. NATURAL RESOURCES

76. Land, vegetation, their characteristics and their influence on farming, grazing and rural wealth have been dealt with in Section B. This section will examine Botswana's most valuable resource, namely, mineral deposits. Next to mineral resources is water.

Botswana has substantial deposits of diamonds, copper, nickel, coal and brine. The proven reserves of diamond at Orapa alone are approximately 95 m carats and the combined reserves of the whole country is several times more. Copper-Nickel exists in large commercial quantity at Selebi-Pikwe. Exploitation of diamond and copper-nickel is in operation and UNDP has provided assistance in the establishment of necessary infrastructure at Selebi-Pikwe for the latter.

77. The exploitation of mineral resources is still carried out mainly by foreign contractors who also control the expertise. Most of the key posts in these firms are also held by expatriates. The Government wishes to increase its knowledge and competence in the exploitation and management of its major resources and will seek assistance to enable nationals to pursue courses relevant to mineral exploitation and engineering, as well as the management of water resources.

78. Water is the most critical constraint to development in Botswana. The main perennial river is the Okavango which constitutes a vast water resource. Its disadvantage is its remoteness from the main centres of population, and efforts to channel the Okavango to profitable development have been the task of several technical assistance schemes. Another perennial river is the Chobe. The eastern watershed harbours a number of rivers, but the flow is erratic and unreliable. However, these rivers flow over deep sand beds, especially in the east where they



constitute an important source of water for approximately 75% of the population which depend on groundwater from boreholes and wells. UNDP will be requested in the current programme to assist the Government in the construction of water reticulation to systematize underground water supplies and improve their reliability.

79. The Government has sought technical advice both in improving the supply of water from boreholes and wells and in harnessing the huge basin of the Okavango, all of which feature in the effort to formulate a national water plan. UNDP-assisted study of the Okavango Delta (BOT/71/506) is nearing completion and the recommendations are awaited by the Government. Besides the Okavango survey which covers the characteristics, the ecology and the fauna of the delta, UNDP also supported project BOT/71/017 whose major achievement has been the training of nationals for hydrological work.

#### ON-GOING PROJECTS

##### 80. Hydrometrists (OPAS) (BOT/71/017):

This project which was operational in 1972 has been concerned with training national technical staff employed in hydrological duties. In addition, it provides executive assistance to the Government in design, operation, and analysis of the hydrological network in the Okavango delta natural resource survey (UNDP assistance under project BOT/71/506). The training programme has been highly successful. Three junior technical officers have completed their courses which included fellowships tenable in Tanzania and Zambia. A fourth trainee is still abroad. These courses provide opportunities for promotion to more responsible duties in the Department and are highly recognized by the Government. The contracts of the 2 experts were extended through 1977 in the hope that the posts would revert to national establishment. However, Government has studied manpower needs within the Department and is convinced that further technical assistance beyond 1977 will be necessary.

UNDP is requested to provide 48 m/m operational assistance at a total cost of \$168,400, plus 30 m/m fellowship at a cost of \$13,500. Total UNDP contribution is \$181,900. Government counterpart contribution in kind is R 138,000.

##### 81. Water Engineer (OPAS) (BOT/74/C09):

The Ministry of Mineral Resources and Water Affairs approved in 1973 a five-year major rural and village water supplies programme. It entails the construction of water reticulation system within villages from outside sources. Approximately 100,000 people in major villages and about 72,000 people in 29 rural villages (comprising approximately 23% of the population) will be affected by this project.

The aim of the project is to devise satisfactory operation and maintenance procedures for village water supplies, as part of the Government's programme of modernizing rural areas and to increase their attraction and productivity. The project will assist the Government in formulating a detailed programme for the operation and maintenance of rural water supply installations and train national technical staff in Water Department and Local Councils to carry out future operations.

UNDP is requested to provide 27 months of operational services at a total cost of \$94,700. Government counterpart contribution in kind is R 153,000.



## NEW PROJECTS

### Okavango Ground Water Investigation:

82. One of the major problems confronting development in Botswana is the scarcity of water, and the Government has always placed emphasis on projects dealing with the exploitation of water resources. One such project is the Okavango Delta investigation which UNIP is undertaking (BOT/71/506). The Okavango covers an area of 16,000 square kilometers with an annual in-flow of approximately 12,000,000 cu. meters of water. A large portion of this water is lost through evaporation; the second disadvantage to the nation is that Okavango is far away from the main centres of population. The study being undertaken under project BOT/71/506 does not include underground water resources. Existing boreholes are confined to the flanks of the Delta and are of limited use since they do not penetrate to the base of the Kalahari sands underlining the whole area of the Delta.

83. An investigation of the ground water resource of the Okavango Delta has been accepted as an extension of BOT/71/506 Okavango Project with a view to determining the practical feasibility of exploiting groundwater rather than surface water. Two UN consultants (McCann, hydrogeologist and Astier, geophysicist) have visited Botswana and have since submitted proposals on the implementation of the ground water study. A two-year programme is recommended.

84. The project is intended to evaluate the groundwater potential of the Okavango Delta for domestic, agricultural and industrial uses, including mineral development in the Okavango corridor. Since the Delta contains the largest known water supply within this area, the eventual utilization of this resource would have a considerable impact on development in northern Botswana.

The project will -

a) quantify all hydrological parameters affecting the groundwater basin in relation to the surface water region. This will include the determination of groundwater movement, storage capacity of aquifers; chemical composition of the groundwater, and the long-term yield of the Delta groundwater reservoir.

b) determine the technical feasibility of utilizing ground water as an alternative method for developing the Delta's water resources, or as a source of water for supplementing surface water development programme.

UNIP is requested to provide 2 m/m of expert services at a cost of \$ 8,000 and \$359,000 sub-contract amounting to a total UNIP contribution of \$367,000. Government counterpart contribution in kind is R120,000.

### Fellowships in Mining Engineering:

85. Mineral exploration in Botswana is still dominated by foreign firms to whom the Government grants mining concessions. Negotiation of the terms of these concessions is often protracted and calls for skill which demands technical and operational experience. There are no Batswana with this combination of qualifications and the objective of these fellowships is to initiate training which will secure this expertise for the country's needs.

UNIP is requested to provide 48 m/m fellowships at a cost of \$52,800. Government counterpart contribution in kind is R16,000.



#### D. HUMAN RESOURCES

86. Approximately 71% of the population of Botswana is still illiterate (1971 population census), although enrolment at primary school may be increasing at an annual average of some 50% since independence. The enrolment in primary school now approaches 60% of the eligible population. However, less than 10% of the population between 13 and 17 years are in secondary school. The objective of Government is to attain 90% of primary school enrolment by 1988, to provide a broadly based education with emphasis on permanent literacy, the acquisition of basic skills and civic responsibility.

87. These objectives call for a reform in the educational curriculum structure which the Government has taken measures to implement so that education will serve national policy objectives. The major problem in primary schools has been the supply and quality of teachers. Secondary schools on the other hand lack continuity in teaching due to predominance of expatriate teachers, either on direct contract appointment or supplied under technical assistance.

88. Government output target of 200 primary teachers per annum has proved inadequate and has since been reviewed to attain an increase. In addition, in-service training facilities are being expanded both for primary and secondary schools and will continue to receive priority during NIP IV. A part of the accelerated training programme is being met under UNIP-assisted project RAF/72/109 approved in 1968 to provide assistance for the training of science and mathematics teachers (including in-service up-grading courses) for the UBLS countries. The project continues to fill a critical need which will continue under national arrangement. It is expected that the Commission on Education which is being financed under UNIP assistance (BOT/75/018) will produce long-term measures to meet national priority.

89. Faced with these constraints to rapid growth in skilled manpower supply through formal education sources, the Government has appropriately increased its investment on various levels of in-service training while the private sectors run several similar programmes to meet immediate needs. UNIP is involved in a number of these programmes.

90. The Vocational Training Centre (BOT/72/005), the Second Phase of which has been completed, provided for the training of craft instructors for the National Vocational Training Centre, the Brigades movements and the development of a wide range of engineering courses for industry. This project is now well established and the Government feels satisfied that assistance to meet interim staff shortage can be obtained from bilateral sources. The Botswana Agricultural College (BOT/68/006) offers courses in agriculture, including extension, animal health and community development (BOT/71/009) and is to be continued. The National Health Training Institute (NHI) (BOT/71/007) which provides courses for enrolled nurses, general nursing seeks further UNIP assistance to expand courses to include dental therapy, training pharmacy technicians, physiotherapy and occupational therapy. Due to staffing difficulties, it is unlikely that the expansion programmes envisaged for the NHI will materialize without substantial technical assistance.

91. Co-operative Development (BOT/72/008) has led to improved management efficiency in the operation of co-operative societies in the country. Plans are underway to strengthen management and stimulate savings through thrift and credit societies. Further assistance in these areas may be sought under UNIP or bilateral assistance.



UNDP is also considering assistance to the Government in developing a programme for training commercial teachers to increase the output and improve the quality of secretarial staff. A programme for practicing middle-level managers and entrepreneurs approved for 12 months at UBS (BOT/75/002) will assist to upgrade management skill and business decision-making capability for those with little or no formal training in economics or business management.

- 92. The dearth of qualified medical personnel still inhibits the expansion of medical services both in urban and rural areas. The current ratio of doctors to patients is 1 to 8,700 on a national average. In the immediate future, Government will endeavour to spread the available resources in a more even manner with increased priority to public health and preventive programmes which place less demand on highly skilled medical personnel. This strategy which is receiving substantial input from NORAD, will enable essential medical services to reach the rural areas more effectively. The UNDP-assisted National Health Institute functions within this policy framework as is also the Medical Officer Epidemiology (BOT/68/014) who will be responsible for developing a programme of preventive health measures at national level, during the NDP IV.

93. Substantial assistance will also be forthcoming from the Regular Programme of WHO, among which will be consultancy in occupational health in which the Government has indicated need for assistance. In addition, provision for fellowships amount to \$36,000 for the period 1976-79, for the training of medical officers, nurses, health inspectors, chemists and public health nurses.

#### ON-GOING/APPROVED PROJECTS

##### Botswana Agricultural College (BOT/68/006):

94. The need for continued training of Botswana at the technical level was emphasized in the National Development Plan as a high priority of the Government. The Botswana Agricultural College undertakes the training of technical extension staff for the Ministry of Agriculture. Courses at the sub-diploma level are offered for Agricultural Assistants, Animal Health Assistants and Community Development Assistants. The planned intake for the college is 25 students per year in each course and 155 students were in residence in 1976. It is intended to institute Senior Certificate courses of one-year duration for in-service officers in the near future.

- 95. UNDP/FAO have provided 4 OPAS principals for the College since 1967 and one is currently in post. The Principal is a key input and the development of the College to its present status owes much to their assistance. While many of the senior posts have been localized, the post of the Administrator of the College may take slightly longer in view of the experience required. It is now definite that the post of Principal will be filled by a Botswana before the expiration of the additional 18 months which the Government now request. The Government has also requested one Associate Expert to teach extension practices in agriculture, animal health and community development. UNOTC Community Development Training Officer (BOT/71/009) (para. 96) is also based at the College and is responsible for the co-ordination of the training programme for the Community Development Assistants course. Considerable bilateral assistance is also being provided to the College, including 7 teachers in various disciplines provided by the United Kingdom.

UNDP is requested to provide 18 m/m of expert services at a cost of \$63,150. Government counterpart contribution in kind is R 99,000.



Community Development Training Programme (BOT/71/009):

96. The aim of this programme is to provide training to community development workers, covering both theory and practice (field work). The training had started as far back as 1966, although UNDP assistance began in June 1972. The present expert assumed duties in September 1975 and has seen a number of changes in the structure of the project and its orientation. Community Development is now the responsibility of the Ministry of Local Government and Lands, directly under the Department of Unified Local Government service. This organization has brought the programme closer to the main employers of its graduates and will thus ensure that the needs of the users are more closely reflected in the courses. This is further assured by the creation of a Division for Social Welfare and Community Development which is responsible for study programmes, manpower forecasts and evaluation. The courses have become more professional and designed to provide development education and social function. In the past, there had been serious manpower problems but the situation is now improving. There are three national instructors, all programmed for training under UN/ODA financing. One of them proceeded overseas in 1975 for instructor training. Another is due to proceed overseas in October 1976, and should return in mid-1978 when it is felt <sup>that</sup> the project can be run competently without further technical assistance.

UNDP is requested to provide 21 man-months of expert services at a cost of \$85,800. Government counterpart contribution in kind is R 80,000

Medical Officer (Epidemiology) (BOT/68/014):

97. The project started in May 1972 and was extended to the end of 1977, first to allow sufficient time for the counterpart who was due to complete his fellowship in 1975 and secondly to complete the programme of eradication of tuberculosis in Botswana.

When the expert started his assignment, he was mainly involved in tsetse eradication programme in the region of Maun. He was later transferred to Gaborone in January 1975 to head the Government's Tuberculosis Campaign, including the development of a Unit for epidemiological services. Efforts are being made to introduce the basic knowledge and epidemiological services to hospitals so that the demand for specialized services is minimized.

Although the counterpart returned as scheduled, he will now fill the post of Chief Medical Officer which is being relinquished by an expatriate. Admittedly, this arrangement has projected further counterpart problem but Government believes that the transfer is in the best interest of the nation and in line with its declared localization policy which UNDP has been supporting. Therefore, another counterpart will have to be trained, hence one fellowship has been requested in epidemiology for 1978/79. Other training requirements in health will also be met from WHO Regular Programme. During the three-year extension through 1979 now requested, the post will be filled by a national.

UNDP is requested to provide 36 m/m of expert services at a cost of \$146,100, together with one 12-month fellowship at a cost of \$13,200. Total UNDP contribution is \$159,300. Government counterpart contribution in kind is R135,000.



National Health Institute (NHI) (BOT/71/007):

98. This project commenced under Botswana's first Country Programme and was operational in February 1973. Its role has increased immensely with its successes which reflect its continuing relevance. The main targets envisaged for health services under the National Development Plan include the training of nurses for both curative and preventive services, health inspectors and health assistants, laboratory technicians, physiotherapists, nutritionists and health educators, pharmacists and dental assistants. Medical personnel of this level are urgently needed to man Government's expanding health services for which qualified medical staff are not easily available. Despite problems of accommodation which the Government is resolving in a very satisfactory manner through external assistance, the NHI has continued to maintain very high academic standards. The Institute scored 100% in the latest examination conducted by the Nursing Examination Board of Botswana, Lesotho and Swaziland, for midwives and professional nurses.

99. Currently, there are three UNIP experts assigned to the Institute: the Team Leader and Nurse Educator, Midwifery Tutor and Sanitarian Tutor. The training programme for national tutors has only just begun, due to lack of suitable candidates in the past. Two counterparts, the Nurse Educator and the Sanitarian Tutor will proceed on fellowships of 24 m/m and 16 m/m duration, respectively, in late 1977. A separate bilateral training programme will also provide six additional training fellowships tenable in the USA for a period of two years each.

It is envisaged that the Chief Nurse Tutor, a national, will study under one of these offers. About 15 junior nursing trainee-tutors are also undergoing in-service training programme which will subsequently lead to nursing tutor Diploma in Nairobi.

100. The manpower programme is imaginative and the prospects of fully localizing the staffing of the Institute are quite good. The extension being sought by the Government will enable the competent leadership in educational administration and teaching assistance so far provided by UNIP experts to be maintained while two senior staff members are away on training, and to supervise their full integration into their role as future lecturers on completion of their courses.

UNIP is requested to provide 24 m/m of expert services at a total cost of \$96,200 and 30 m/m fellowships for training 2 counterparts at a cost of \$15,900. Total UNIP contribution is \$112,100. Government counterpart contribution in kind is R100,000.

Development of Commercial Training at Botswana Training Centre:

101. Secretarial training facilities offered in Botswana are still very limited. In particular, there are no private commercial schools offering Secretarial training and only 4 of 15 secondary schools offer commercial subjects, two of which lead to the General Overseas School Certificate level. The subjects offered include shorthand, typing and principles of Bookkeeping. Two-thirds of the time are being devoted to general subjects which are pre-vocational rather than vocational in nature: the examinations are not job oriented, yet graduates trained in this way provide the main source of recruitment especially for the private sector and a large share of Government requirements which BTC cannot meet. To provide secretarial staff to an expanding economy, the Government requests that the commercial training department of the Botswana Technical College (BTC) be given further assistance to strengthen



the training activity being undertaken. This will include advice on the organization and administration of the BTC, and the Commercial Training Department in particular; development of new training programmes and syllabi; and, in collaboration with the Department of Education, to introduce modern techniques and up-to-date methods of teaching that will provide the country with well qualified commercial teachers.

UNDP is requested to provide a total of 186 m/m of expert services at a cost of \$744,000, 18 m/m fellowships plus group training at \$94,500 and equipment to the value of \$30,000. The total UNDP contribution is \$868,500.

In-service Upgrading of Untrained Primary School Teachers:

102. This proposed project will improve the skills of approximately 1,000 untrained teachers through in-service courses . The courses will combine classroom instruction of teachers at vacation courses plus extension teaching during school terms and field observation and advice to the teachers in training. They will be offered to selected untrained teachers in service (who numbered 1,278 in 1975 or 36 per cent of the primary teaching force) and performance of individual teachers will be evaluated. Evaluation will be based upon written tests and observation of work in the field and satisfactory performance will lead to award of the Elementary Teachers Certificate (ETC).

103. The project will not only attack the serious problem of untrained teachers but will also develop the country's capacity for extension contacts with both trained and untrained teachers in service. This in turn will be important in connection with qualitative upgrading and curriculum change. Since UNESCO is successfully operating a somewhat similar programme in Swaziland, it is hoped that the experience there will also benefit this project.

UNDP is requested to provide 108 m/m of expert services at a cost of \$468,100, together with the first 32 m/m of 72 m/m fellowships in Teacher Education and Educational Administration at a cost of \$35,200. Total UNDP contribution is \$503,300 during the current cycle. Government counterpart contribution in kind is R180,000.



## E. INDUSTRY AND COMMERCE

104. Although Government places priority on industrialization, its growth in Botswana is still slow, due to a number of constraints. The domestic market is small, compared to the industrialized neighbour, South Africa, with whom the country shares a common Customs Union; there are not many locally produced raw materials, and the landlocked nature of the country, its lack of skilled labour and other manufacturing inputs, limit the competitiveness of finished goods with a large component of imported raw material.

105. The manufacturing sector is still dominated by the Botswana Meat Commission (BMC) which slaughtered 188,000 heads of cattle in 1975. In the same year, total contribution of manufacturing to GDP was 5.3% of which slightly more than 50% came from BMC. Other manufacturing activities are, however, growing and the search for expanding export market is becoming important. In this connexion, the Government has expressly requested assistance under project RAF/73/002, Multilateral Trade Negotiations and wishes to participate in the negotiations of African countries with EEC.

106. There are now some 72 licensed manufacturing firms operating in the industrial sector as against 54 in 1972. But the number of Botswana nationals owning and operating industrial enterprises is still very low. Most privately owned manufacturing enterprises employing over 9 persons are still owned by expatriates. The aim of the Government is to provide incentives and facilities which will increase the participation of Botswana nationals in industry and commerce, especially in small-scale enterprises.

107. The Botswana Development Corporation is Government's major policy instrument on industrialization. It has promoted investment in industrialization in areas of strategic importance to national economic development (and economic independence) such as insurance, and other capital intensive projects with a view to subsequent local participation through the sale of shares. By the end of 1975, it had invested R5.5 (\$6.34) million in establishing a portfolio of 31 subsidiary and associate companies and promoted 20 more enterprises that did not require its direct support. Over the next five years, the BDC will broaden its objectives to accommodate the increasing stress on raising rural incomes and the desire of Botswana to play a greater part in commercial activities.

108. However, it is the Botswana Enterprises Development Unit (BEDU) which focuses attention on small-scale enterprises that are more suited to emergent entrepreneurs. Besides, BEDU has specifically structured its investment criteria towards providing "pioneer" aid, including loan capital, and accommodation with low rental, in industrial estates where technical and management advice to small-scale entrepreneurs are also provided. In relevant cases, BEDU has organized technical assistance to supplement internal resources, applied to the development of small-scale enterprises.

109. UNDP (BOT/72/009) and SIDA have provided sizeable assistance to BEDU in manning its industrial estates at Gaborone, Mochudi and Francistown. In line with Government policy to improve employment opportunities in the rural areas, new industrial estates are to be built at Kanye, Molepolole, Kasane, Selebi-Pikwe and Lobatse and further UNDP expertise is being requested to support this expansion programme.



110. A recent survey indicates that non-metallic mineral abound in Botswana. This source of raw material could support local building industry in which several small-scale investors are already involved, though still inadequately organized. The Government has therefore requested UNIP assistance for feasibility study which UNIDO is currently undertaking (BOT/73/001). A possible follow-up to this study will be processed during the life of current Country Programme.

111. UNCTAD/ITC are also assisting small-scale enterprises in wood and leather craft and a marketing expert is currently investigating export potentials. The project is supported with an expert procurer who has already organized and opened up a supply source among traditional craftsmen. The project has an auspicious setting in Botswana's growing tourist industry, which is expanding steadily. In 1974, over 55,000 tourists visited Botswana's thriving game parks from whom the country earned approximately \$9 m in foreign exchange. The need to strengthen tourist infrastructure is receiving attention and the Government may seek technical assistance to plan suitable training programmes to support projected hotel and tourist facilities.

#### ON-GOING/APPROVED PROJECTS

##### Assistance to Botswana Enterprises Development Unit (BEDU) (BOT/72/009):

112. The Government requested assistance during the last Country Programme to enable the Botswana Enterprises Development Unit set up industrial estates on at least three sites where small-scale entrepreneurs could operate their enterprises in such light manufacturing activities as metal fabrication, joinery, woodwork, and carpentry, as well as receive management advice on factory layout and production organization, financial planning and marketing. Four experts were originally programmed with specialization in marketing, metalwork, semi-precious stons and wood utilization.

113. The project became operational in November 1974 but the expert in Marketing and Team Leader left . However, a new candidate has been identified and may commence duties for at least six months in 1976. As a result of 1976 liquidity problem, the four posts are being financed through 1976 by SIDA cost-sharing arrangement. SIDA has also provided senior management and technical advice to BEDU, including entrepreneurial training, leather work, ready-made garments and building construction.

114. At present, estates have been established at Gaborone, Mochudi and Francistown and more are planned, as indicated at paragraph 109 above. The need for marketing advice has been most felt in recent months. No advertising techniques are being applied and prices of locally produced goods appear to be unreasonably high. The provision of suitable nationals for training in some of the skills now provided by international personnel, including the maintenance of common services facilities, will be expedited so that their training can be completed within the next two years for which additional assistance is sought from UNIP.

UNIP is requested to provide a total of 144 m/m of expert services at a cost of \$576,000. Government counterpart contribution in kind is R



Assistance in the Development of Tourism (Ministry of Commerce and Industry):

115. The Division of Tourism already exists within the Ministry of Commerce and Industry. Three years ago, the post of Controller of Tourism was filled but no training was undertaken. The Controller of the Division of Tourism who is a national has had a three months tour in Australia, which provides the only training so far had. There are over 30 "Safaris" commercial businesses operating in Botswana without any co-ordination. There are also no training facilities for those employed in the hotel and catering trades, all of which should support a well organized tourism programme for which Botswana has potentials. Besides, hotel accommodation and other infrastructure support are inadequate to serve the needs of an expanding industry. The Government has therefore decided to seek further expert assistance in formulating proposals for strengthening the industry.

UNDP is requested to provide 6 m/m of expert assistance at a cost of \$24,000, together with 3 months training fellowships at a cost of \$3,300. The total UNDP contribution is \$27,300. Government counterpart contribution in kind is R 10,000.



COUNTRY : BOTSWANA

- 32 -

PRELIMINARY LIST OF PROJECTS WITH  
ESTIMATED GOVERNMENT AND UNDP INPUTS  
IN FINANCIAL TERMS FOR PERIOD  
1977 - 1981

IPF: US \$7.5 Million

Estimated Government Inputs in thousands of Rands (LCU)						Activities by Sector		Estimated UNDP Inputs in thousands of US \$					
1977	1978	1979	1980	1981	Total	Sector: INFRASTRUCTURE		Total	1977	1978	1979	1980	1981
						A. <u>Ongoing/Approved Projects</u>							
45	45				90	1. Rural Development Adviser		108	53	55			
100	100	100			300	2. Director of Civil Aviation		189	46	47	48	48	
69	69	69	10	5	222	3. Telecommunication Engineer		187	46	49	60	21	11
150	150	150			450	4. Chief Executive, Water Utilities Corporation		139	46	46	47		
364	364	319	10	5	1 062	Sub-Total "A"		623	191	197	155	69	11
						B. <u>New Projects</u>							
		55	55	55	165	1. Economic Planners		320			106	106	108
		45	45	45	135	2. Aerodrome Engineer		159			53	53	53
	4	12	10	8	34	3. Public Service Fellowships		84		11	31	24	18
69	69	69			207	4. Flight safety Inspector		138	34	46	46	12	
69	69	69			207	5. Air worthiness Inspector		138	46	46	46	-	
138	142	250	110	108	748	Sub-Total "B"		839	80	103	282	195	179
502	506	569	120	113	1 810	Sub-Total INFRASTRUCTURE		1 462	271	300	437	264	190



COUNTRY : BOTSWANA

PRELIMINARY LIST OF PROJECTS WITH  
ESTIMATED GOVERNMENT AND UNDP INPUTS  
IN FINANCIAL TERMS FOR PERIOD  
1977 - 1978

IPF: US \$7.5 Million

Estimated Government Inputs in Thousands of Rands (LCU)						Activities by Sector	Estimated UNDP Inputs in Thousands of US \$					
1977	1978	1979	1980	1981	Total		Total	1977	1978	1979	1980	1981
160	160				320	<u>Sector: AGRICULTURE &amp; RURAL DEVELOPMENT</u>						
						<u>A. Ongoing/Approved Projects</u>						
69	69	69	10		217	1. General Manager Agricultural Marketing Board	85	46	39			
100	100	15	10		225	2. Engineering Cartographer	140	48	54	31	7	
69	69	15			153	3. Range Ecologist	164	46	60	44	14	
45	45				90	4. Land Development Officer	106	46	46	14		
45	45	45			135	5. Research Agronomist, Okavango Soils	111	53	58	-		
	24	45	45		114	6. Programme Co-ordinator (TGLP)	161	40	53	53	15	
						7. Co-ordinator Range Research	139		31	53	55	
486	512	189	65		1 254	Sub-Total " A"	906	279	341	195	91	
	130	120	110	110	470	<u>B. New Projects</u>						
						Agricultural Census	214		53	53	53	55
	130	120	110	110	470	Sub-Total "B"	214	-	53	53	53	55
488	642	309	175	110	1 724	Sub-Total AGRICULTURE & RURAL DEVELOPMENT	1 120	279	394	248	144	55



COUNTRY : BOTSWANA

PRELIMINARY LIST OF PROJECTS WITH  
ESTIMATED GOVERNMENT AND UNDP INPUTS  
IN FINANCIAL TERMS 1977 - 1981

IPF TS \$ 7.5 Million

						Activities by Sector											
1977	1978	1979	1980	1981	Total							Total	1977	1978	1979	1980	1981
						<u>Sector: NATURAL RESOURCES</u>											
						<u>A. Ongoing/Approved Projects</u>											
69	69				138	1. Hydrometrists	200	98	99	3							
69	69	15			153	2. Water Engineer	104	46	46	12							
138	138	15			291	Sub-Total "A"	304	144	145	15							
						<u>B. New Projects</u>											
		2	8	6	16	1. Fellowships in Mining Engineering	58			10	29	19					
			20	100	120	2. Okavango Groundwater Investigation	405				9	396					
		2	28	106	136	Sub-Total "B"	463			10	38	415					
138	138	17	28	106	427	Sub-Total NATURAL RESOURCES	767	144	145	25	38	415					



COUNTRY : BOTSWANA

PRELIMINARY LIST OF PROJECTS WITH ESTIMATED  
GOVERNMENT & UNDP INPUTS IN FINANCIAL TERMS  
FOR THE PERIOD 1977 - 1981

IPF US \$7.5 Million

						Activities by Sector						
1977	1978	1979	1980	1981	Total		Total	1977	1978	1979	1980	1981
						<u>Sector: HUMAN RESOURCES</u>						
						<u>A. Ongoing/Approved Projects</u>						
69	30				99	1. Botswana Agricultural College	69	46	23			
45	35				80	2. Community Development Training	94	53	41			
45	45	45			135	3. Medical Officer Epidemiology	175	58	62	55		
50	40	10			100	4. National Health Institute	139	114	15	10		
209	150	55			414	Sub-Total "A"	477	271	141	65		
						<u>B. New Projects</u>						
		60	60	60	180	1. In-service teachers' Training & Up-grading	516			159	168	189
	280	150	150	120	700	2. Development of Commercial Training at Botswana Training Centre	1 000	-	297	203	302	198
	280	210	210	180	880	Sub-Total "B"	1 516		297	362	470	387
					1 294	Sub-Total HUMAN RESOURCES	1 993	271	438	427	470	387
209	430	265	210	180	1 294	Sub-Total HUMAN RESOURCES	1993	271	438	427	470	387



COUNTRY : BOTSWANA

PRELIMINARY LIST OF PROJECTS WITH  
ESTIMATED GOVERNMENT AND UNDP INPUTS  
IN FINACIAL TERMS FOR THE PERIOD  
1977 - 1981

ANNEX I (Cont.)

						IPF US \$7.5					
						Activities by Sector					
1977	1978	1979	1980	1981	1982	Total	1977	1978	1979	1980	1981
						<u>Sector: INDUSTRY AND COMMERCE</u>					
						<u>A. Ongoing/Approved Projects</u>					
50	50	50			150	1. Assistance to Botswana Enterprises Development Unit (BEDU)	582	194	194	194	
50	50	50			150	Sub-Total "A"	582	194	194	194	-
						<u>B. New Projects</u>					
	5	5			10	Development of Tourism	29		3	26	
	5	5			10	Sub-Total "B"	29		3	26	
50	55	55	-	-	160	Sub-Total INDUSTRY & COMMERCE	611	194	197	220	
			-	-	-	Over-programming 1973 - 1976	1 200				
			-	-	-	Unprogrammed Reserve	347				
1 387	1771	1 215	533	509	5 415	TOTAL ALL SECTORS	7 500	1 159	1 474	1 357	916



PRELIMINARY LIST OF PROJECTS WITH TENTATIVE  
TIMETABLE FOR PROJECT FORMULATION  
AND IMPLEMENTATION

- 38 -

ANNEX II

( xxx - Tentative period for implementation  
--- - Tentative period for formulation, appraisal, Executing  
Agency and Government preparatory activities)

Country: BOTSWANA	1977						1978						1979						1980						1981						
INFRASTRUCTURE	J_F	M_A	M_J	J_A	S_O	N_D	J_F	M_A	M_J	J_A	S_O	N_D	J_F	M_A	M_J	J_A	S_O	N_D	J_F	M_A	M_J	J_A	S_O	N_D	J_F	M_A	M_J	J_A	S_O	N_D	Remarks
A. <u>Ongoing/Approved Projects</u>																															
Rural Development Adviser	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	
Director of Civil Aviation	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	
Telecommunications Engineer	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	
Chief Executive, Water Utilities Corp.	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	
B. <u>New Projects</u>																															
Economic Planners							--	--	--	--	--	--	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	
Aerodrome Engineer				--	--	--	--	--	--	--	--	--	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	
Flight Safety Inspector	--	-x	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	
Airworthiness Inspector	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	
Public Service Fellowships				--	--	--	--	--	--	--	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	xx	Cont'd 1982/3

Cont'd  
1982/3



PRELIMINARY LIST OF PROJECTS WITH TENTATIVE  
TIMETABLE FOR PROJECT FORMULATION  
AND IMPLEMENTATION

- 39 -

ANNEX II (Cont'd)

(xxx - Tentative period for implementation  
--- - Tentative period for formulation, appraisal, Executing  
Agency and Government preparatory activities)

Country: BOTSWANA	1977	1978	1979	1980	1981	
AGRICULTURE & RURAL DEVELOPMENT	J_F M_A M_J J_A S_O N_D	J_F M_A M_J J_A S_O N_D	J_F M_A M_J J_A S_O N_D	J_F M_A M_J J_A S_O N_D	J_F M_A M_J J_A S_O N_D	Remarks
A. <u>Ongoing/Approved Projects</u>						
Gen. Manager, Agricultural Marketing Board	xx xx xx xx xx xx	xx xx xx xx x				
Engineer Cartographer	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx			
Fellowships	-- -- -x xx	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx		
Range Ecologist Fellowships	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx			
		-- -- -- -- xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx		
Land Development Officer	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx			
Research Agronomist						
Okavango Soils Fellowships	xx xx xx xx xx xx	xx xx xx xx xx xx				
	-- --	-- xx x				
Programme Coordinator (TGLP)	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx	xx x		
Co-ordinator, Range Research		x xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx		Cont'd fr. SMF.
B. <u>New Projects</u>						
Agricultural Census	- - - - -	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx	



PRELIMINARY LIST OF PROJECTS WITH TENTATIVE  
TIMETABLE FOR PROJECT FORMULATION  
AND IMPLEMENTATION

- 40 -

ANNEX II (Cont'd)

( xxx - Tentative period for implementation  
--- - Tentative period for formulation, appraisal, Executing  
Agency and Government preparatory activities)

Country: BOTSWANA	1977	1978	1979	1980	1981	
NATURAL RESOURCES	J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D	Remarks
A. <u>Ongoing/Approved Projects</u>						
Hydrometrist	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx .			
Water Engineer	xx xx xx xx xx xx	xx xx xx xx xx xx	xx x			
B. <u>New Projects</u>						
Fellowships in Mining Engineering		--- --	--- -- --x xx	xx xx xx xx xx xx	xx xx xx xx xx xx	
Okavango Ground-water Investigation				--- -- --	xx xx xx xx xx xx	



PRELIMINARY LIST OF PROJECTS WITH TENTATIVE  
TIMETABLE FOR PROJECT FORMULATION  
AND IMPLEMENTATION

.. 41 ..

ANNEX II (cont'd)

(xxx - Tentative period for implementation  
--- - Tentative period for formulation, appraisal, Executing  
Agency and Government preparatory activities)

Country: BOTSWANA	1977	1978	1979	1980	1981	
HUMAN RESOURCES	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	Remarks
A. <u>Ongoing/Approved Projects</u>						
Botswana Agricultural College	xx xx xx xx xx xx	xx xx xx				
Community Development Training	xx xx xx xx xx xx	xx xx xx xx x				
Medical Officer Epidemiology Fellowship.	xx xx xx xx xx xx	xx xx xx xx xx xx --- -- -- xx xx	xx xx xx xx xx xx xx xx xx xx			
National Health Institute Fellowships	xx xx xx xx xx xx -- -- -- -- xx xx	xx xx xx xx xx xx	xx xx xx xx			
B. <u>New Projects</u>						
Inservice and Upgrading		--- -- --	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx	
Development of Commercial Training at BTC	--- -- -- -- -- --	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx	



PRELIMINARY LIST OF PROJECTS WITH TENTATIVE  
TIMETABLE FOR PROJECT FORMULATION  
AND IMPLEMENTATION

- 42 -

ANNEX II (Cont'd)

( xxx - Tentative period for implementation  
--- - Tentative period for formulation, appraisal, Executing  
Agency and Government preparatory activities)

Country: BOTSWANA	1977	1978	1979	1980	1981	
INDUSTRY AND COMMERCE	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	J <sub>F</sub> M <sub>A</sub> M <sub>J</sub> J <sub>A</sub> S <sub>O</sub> N <sub>D</sub>	Remarks
A. <u>Ongoing/Approved Projects</u>						
Assistance to Botswana Enterprises Development Unit (BEDU)	xx xx xx xx xx xx	xx xx xx xx xx xx	xx xx xx xx xx xx			
B. <u>New Projects</u>						
Development of Tourism		-- -- -- -x xx	xx xx xx			



ANNEX III

RESERVE LIST OF PROJECTS TO BE FINANCED  
SHOULD MORE FUNDS BECOME AVAILABLE

	DURATION m/m	COMMENCING DATE	\$ 000
1. Soil Surveyor	36	1978	144
2. Fellowships \$ 40,000 p.a.	1818	1977-81	200
3. Co-operative Development	72	1979	288
(a) Training Officer	36		
(b) Credit Officer	36		
4. Civil Aviation:			
Director; extension foreseen in addition to current four years	24	1981-2	86
5. Chief Executive, Water Utilities: extension foreseen in addition to current 3 years	24	1980-81	86
6. Midwifery tutor	24	1978-79	96
7. Fertilizer Experts			
(a) Experts	24	1978-79	96
(b) Equipment			40
Hedge against inflation			144
Total Reserve List			1 180



INTER-OFFICE MEMORANDUM

RECORDS CONTROL

ORIGINAL DIRECT

19 April 1973

APR 30 1973

MEMO TO: Mr. Joseph Burnea, Director  
Resources and Transport Division

TE 311/1 BOTS

Mr. Robert J. Crooks, Director  
Centre for Housing, Building and Planning

Mr. Paul Faber, Director  
Division of Public Finance and Financial Institutions

Mr. Simon A. Goldberg, Director  
Statistical Office

Mr. Guy Gresford, Director  
Office for Science and Technology

Mr. George D. Howard, Acting Director  
Social Development Division

Mr. Tee-chun Chang, Director  
Public Administration Division

Mr. Leon Tabah, Director  
Population Division

Mr. S. G. Vassiliou, Assistant Director-in-Charge  
Development Planning Advisory Services

FROM: Kenneth Watts, Acting Deputy Director  
Africa Branch, OTC

*Kenneth Watts*

SUBJECT: BOTSWANA: Country Programme Proposal (1973-77)

Further to our memo of 11 December 1972 forwarding to you the final  
..... draft country programme proposal for Botswana, I am pleased to attach herewith  
the definitive version of the country programme proposal transmitted to us  
by the Resident Representative in Botswana under cover of his letter of  
28 March 1973.

The following projects falling within the fields of substantive responsi-  
bilities of the United Nations are included in the country programme proposal:

...../



ON-GOING/APPROVED PROJECTS:

- BOT/70/005-Government Statistician (OPAS), p.12  
-Systems Analyst, p.12
- BOT/72/006 -Consultant in National Accounts, p.13
- BOT/71/003 -Senior Town Planner (OPAS), p.13
- BOT/72/004 -Youth Adviser, p.22
- BOT/71/017 - Provision of two Hydrometrists, p.28
- BOT/72/021 - Head of the Hydro-geological Division (OPAS), p.29
- BOT/71/015 - Commissioner of Commerce and Industry (OPAS), p.33

NEW PROJECTS:

- BOT/72/011 - Provision of Senior Consultants, p.15
- BOT/72/027 - Transport Secretary (OPAS), p.16
- BOT/72/028 - Rural Development Adviser, p.26
- BOT/71/506 - Investigation of the Okvango Delta as Primary Water Resource for Botswana, p.29 (large-scale)
- BOT/72/029 - Industrial Minerals Geologist, p.30

RESERVE PROJECT:

Senior OPAS Personnel (44 m/m. of unspecified OPAS assistance during 1974-1976.)

The Country Programme for Botswana is scheduled for submission to the June 1973 Session of the Governing Council. I would appreciate it if any comment you may wish to make on the projects listed above, and on any other projects contained in the country programme proposal which you consider as falling within the substantive competence of the United Nations or requiring United Nations association in its execution, could reach me within the next two weeks.



UNITED NATIONS

*Gordon Gouamba*

RECORDS CONTROL

DEVELOPMENT

DEC 30 1976



PROGRAMME

Reference PRO/300/CP 1977-81

Botswana Office  
Post Office Box 54 — Gaborone  
Republic of Botswana

Cables: UNDEVPRO, Gaborone  
TELEX 412 BD  
TELEPHONE NUMBERS 2893/4/5  
2228 (WORLD FOOD PROGRAMME)

TE ~~322~~<sup>311</sup>/1 Botswana

9 November, 1976

Dear Mr. Hyfelt,

Subject: Botswana Country Programme  
1977-81

Reference: Letter No. TE 322/1 Botswana,  
dated 9 September, 1976

We have read the consolidated comments forwarded with Jame Weidlund's referenced letter with interest and will raise specific issues at the appropriate time.

Yours sincerely,

Olav Svennevik  
Resident Representative

Mr. Kye Hyfelt  
Section for East and Southern  
Africa  
Office of Technical Co-operation  
UNDP, New York

RECEIVED

NOV 17 1976

Regional/AB/OTC

RECEIVED

NOV 17 1976

EAST & SOUTHERN AFRICA SECTION  
AFRICA BRANCH  
OIC

*cc file*



K. Hylfelt/ms

cc. Mr. Fernando  
Mr. Chang  
Mr. Lyubimov

Mr. Madawela  
Mr. Hansson  
Mr. Mullier

ORIGINAL DIRECT

SEP 16 1976

3/1  
TE 322/1 BOTS

9 September 1976

Dear Mr. Svennevik,

I am writing with reference to the UNDP Country Programme for Botswana, 1977-1981, of which you were kind enough to send fifteen copies with your letter of 23 July 1976. We note that the draft country programme is to be submitted at the January 1977 UNDP Governing Council meeting for approval.

We have had the opportunity to obtain from our substantive offices their comments on the draft country programme which I am providing below under appropriate headings.

Development Planning

The Country Programme Proposals (CPP) refer to the Fourth National Development Plan (NDP IV) for the period 1976-81. Unfortunately, this document is not presently available to us and it would be necessary to study the document before making comprehensive comments. The following comments are based on the details available in the country proposals.

Since "... approximately 80% of the population of Botswana live in the rural areas..." (para 8) the development strategy for the country should obviously be strongly influenced by this fact. We note that the CPP outlines some policies which are designed to benefit the rural areas. However, we are uncertain as to how well these policies and their respective programmes are integrated to achieve the desired developmental goals and objectives. NDP IV should clarify this point.

Considerable scope exists for expanding on the policy for "on-the-job training" in paragraph 21 wherein it is emphasized that training of national counterparts should be such that they "... should both solve a specific development problem in the course of which a suitable Botswana should be trained..." since otherwise, "... the Government will be forced to deprive equally important development undertakings of one or two best men available to be able to provide a suitably qualified counterpart to a

Mr. Olav Svennevik  
Resident Representative  
UNDP  
P.O. Box 54  
Gaborone, Botswana



new project..." This is very enlightened approach to training of national counterparts and every effort should be made to design the new projects proposed on these lines. This is particularly true of the Economic Planning Project for which the UNDP is requested to provide 72 m/m of expert services. In this connexion, we would recommend that 3 m/m of consultant services be provided to enable us to send a specialist in this field of problem-oriented on-the-job training to assist the Government and the Resident Representative in designing appropriate training programmes. We would like to point out that our Development Planning Advisory Service has previously expressed the need for training a sufficient number of Batawans in order to meet the minimum personnel requirements of the national planning system. The lasting weakness in this field should be of concern to all authorities involved.

It would be relevant to point out also that the development strategy for reaching the rural areas must be developed as an integrated multi-sectoral strategy in which labour-intensive development activities should be emphasized. Such activities would need to be carefully co-ordinated with the technical assistance, both on-going and proposed, in Infrastructure, agriculture, natural resources, and human resources development. Here again, the design of the economic planning project could be strategic in deriving the maximum benefit from the Technical Assistance programme. Additionally, these developmental activities would also call for carefully co-ordinated operational and planning systems for the efficient management of plan implementation of NDP IV at all levels.

#### Public Administration

The only substantive area of involvement in the country programme in the field of public administration and finance is the proposal on page 14 of the draft country programme proposals for a series of public service fellowships commencing in April 1978. We should like in due time to assist the Government in the formulation of the fellowships in accountancy, auditing and financial management since our Division of Public Administration and Finance has considerable experience in these training fields.

#### Housing, Building and Planning

The Country Programme proposal summarizes the development efforts of the Government. It is encouraging to see that critical development areas have been identified to concentrate the Government's efforts. The assistance to be provided by the UNDP reflects the priority areas chosen. However, the composition of the UNDP projects and the elaboration of the Government's development objectives, give the impression that the interdependency of the various development issues, particularly their locational implications, have not been fully appreciated.



In this context, we would like to point out that investments on infrastructure (such as road construction) particularly, and investments in rural infrastructure (such as schools and medical facilities) are very much related to the spatial aspects of development. Opening up new areas through road construction, attempts to diversify the mineral base of development with the objective of involving larger groups of population in more diversified economic activity, and better distribution of the benefits of development, require careful spatial co-ordination of investments to maximize their benefits, to broaden their impact and increase their economic feasibility. Regional planning is an important instrument in achieving this spatial co-ordination which aims at optimum distribution of employment opportunities and, therefore, leads to better human settlement patterns.

For example, the Government's high priority for rural development and investments in rural infrastructure involve decisions on where to concentrate these investments to obtain greater efficiencies in economic and social development. This requires studies on settlement patterns. As the settlement patterns can be developed according to guidelines of regional planning, and economic and social development links can be established within the hierarchy of human settlements, the importance of the subject matter becomes obvious. Regional planning can be a major step forward in the development of the country as a whole.

There is no provision for regional planning in the Country Programme. We hope that a project in this field will be possible in due course. In any case, we would like to assist in the programming of the use of the economic planners to be provided within the Country Programme to make sure that areas of expertise to be represented in the economic planning team will respond to the considerations that we have been mentioning above.

It is good to see that there is emphasis on education in the development efforts of the Government of Botswana. We hope that this emphasis will also provide support to the regional project for the establishment of a sub-professional training programme in the field of human settlements for Botswana, Swaziland and Lesotho. As you know, the lack of skilled manpower in the field of human settlements is very serious in the country and this professional discipline is almost totally in the hands of foreign experts. The lack of counterpart in the OPAS project what we have in the field of urban planning has been the major weakness of that project. We hope that you will argue for the establishment of the regional project, as well as the provision of manpower to be trained within the framework of the existing OPAS project.



It appears that self-supporting employment and small-scale enterprises are within the objectives of Governmental development efforts. This type of development is very closely linked to the self-improvement of the living environment. Self-help within the framework of sites-and-services schemes can be a very important component of such development programmes. Considering the interest of the international financing organization in supporting sites-and-services programmes, we think that the Government should be encouraged to look into this field to take advantage of international financing. The Country Programme indicates that in the low-income housing finance, technical advice will be sought from the United Nations Habitat and Human Settlements Foundation as well as from the United Nations Capital Development Fund. Particularly in connexion with the latter, we think that the expertise of the Centre for Housing, Building and Planning in launching operational programmes can be very useful to the Government of Botswana and we would like to bring this to your attention.

The Country Programme is not explicit with reference to the construction sector; and concern on housing sector appears to be limited to the financing aspects. However, the promotion of local building materials and relating housing construction to the local building materials' development and self-help techniques through community organizations in sites-and-services schemes might be more meaningful for a large-scale operation in Botswana. The Centre for Housing, Building and Planning has experience in this field and the Government of Botswana might wish to take advantage of this expertise in due course.

There is reference to expertise in the tourism field during the Country Programme period which can be very important to remedy the balance of payment problems of the country. Botswana, being one of the least explored countries for international tourism can be an attraction for a specialized type of tourism. Efforts in this field are related to the conservation of the "tourism environment" and establishment of facilities that will satisfy the tourists. Such development goes beyond the efforts within the tourism sector and it relies on the other sectors of the economy to a great extent. Regional planning that we have mentioned earlier in this note can be an excellent instrument to identify the tourism development potential of the various areas of the country, as well as to promote them without upsetting the environmental qualities. We hope we will have the opportunity of participating in the efforts of the Government and transmit some of the experiences that we have gained in other parts of the world in similar circumstances to Botswana.



#### Rural Development

We have previously written you giving our and Social Development Division's support for project BOT/72/028, Rural Development Adviser, which we are pleased to see is continuing in 1977 and 1978. We consider the expert to be very effective in this important assignment and we fully support the further extension of the project and of the expert.

#### Community Development

The UN Adviser in Community Development Training is assisting in planning and conducting a two year course for community development personnel at the Botswana Agricultural College as well as other in-service training programmes. Since national staff members will take over the direction of the project are presently receiving additional training the project should be continued as proposed until their return in mid-1978. We feel that the expert is making good progress in this assignment and we hope he will remain for the duration of the project.

#### Natural Resources, Energy and Transport

We note the Government's legitimate desire for increasing its knowledge and competence for the exploitation and management of its major resources. We would, however, like to point out the paucity of trained nationals to act as counterparts in the various projects in natural resources. This of course is part of a general shortage of skilled manpower in the country. We therefore strongly support the proposed fellowships for careers in mining engineering. It should, however, be understood that the personnel from these courses will take some years to train and to mature. Meanwhile, as an interim measure, we would strongly recommend that the Government be advised to consider the merits of allocating sufficient funds to permit about six man months for a technical-economic adviser who could offer advice to the Government on the various technical, legal and economic aspects of mineral development. The services of the adviser could be spaced over about 18 months.

We would also suggest that the Government consider the establishment of an industrial minerals testing laboratory as recommended in the terminal report of the Industrial Mineral Expert.



The envisaged mineral resources development would need to be co-ordinated with the development of its energy resources. Botswana has large coal reserves but further effort is required to increase the amount of known reserves and to harness the proven reserves to meet local and external demand which is expected to increase in the light of the current high price of crude oil. Here again, a major constraint in the development of energy resources, especially coal, has been the lack of qualified manpower. The Government should therefore be encouraged to invest in skilled manpower training - over and above that envisaged in the draft programme. There is an urgent need for fellowships in coal exploration and mining, energy planning, electricity generation and distribution, etc.

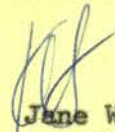
In connexion with the Rural Development project (BOT/72/029) which, as noted above, the Government has requested to extend for an additional two years, our colleagues in the Centre for Natural Resources, Energy and Transport wish to stress that some of the important inputs of this project concern the construction of rural roads, schools, hospitals and other infrastructures. ~~and~~ recommend the assignment for a period of one year an expert in public works to assist in the development of these projects, the application of technology to local conditions, the use of local materials and on-the-job training.

#### Statistics

While United Nations assistance in the field of statistics has recently been phased out, and the posts of Government Statistician and 11 of the professional and semi-professional posts in the Central Statistical Office have been localized, it would appear from paragraphs 40 and 41 of the Country Programme document that some further assistance may still be required. One possibility which the Government may wish to consider is provision of two associate experts to assist with work in economic statistics and computer programming. While normally associates ~~are~~ <sup>experts</sup> are expected to work under the supervision of a senior United Nations expert, arrangements for the required guidance could perhaps be worked out with you and the Government Statistician.

Our Statistical Office has pointed out that the Government may wish assistance with its 1981 census and we shall write you separately on this matter since assistance for this purpose is filled outside of the IPF.

Yours sincerely,

  
Jane Weidlund  
Chief

Section for East and Southern Africa  
Office of Technical Co-operation



ORIGINAL DIRECT

RECORDS CONTROL

EE/MIAM

SEP 15 1976

Mr. Igor Radovic, Acting Deputy Director  
Africa Branch  
Office of Technical Co-operation

31 August 1976

TB 311/1 BOTS

Lev Lyubimov, Deputy Director  
Technical Co-operation Branch  
Centre for Housing, Building and Planning

Comments on the Country Programme (1977-1981) of BOTSWANA

1. Please refer to the memorandum from Mr. Pikin dated 5 August 1976 requesting our comments on the Country Programme proposals for Botswana for the period 1977-1981. We are sorry not to have been able to respond to the request for comments earlier due to the summer vacations of the staff.
2. The Country Programme proposal summarizes the development efforts of the Government. It is encouraging to see that critical development areas have been identified to concentrate the Government's efforts. The assistance to be provided by the UNDP reflects the priority areas chosen. However, the composition of the UNDP projects and the elaboration of the Government's development objectives, give the impression that the interdependency of the various development issues, particularly their locational implications, have not been fully appreciated.
3. In this context, we would like to point that investments on infrastructure (such as road construction) particularly, and investments in rural infrastructure (such as schools and medical facilities) are very much related to the spatial aspects of development. Opening up new areas through road construction, attempts to diversify the mineral base of development with the objective of involving larger groups of population in more diversified economic activity, and better distribution of the benefits of development, require careful spatial co-ordination of investments to maximize their benefits, to broaden their impact and increase their economic feasibility. Regional planning is an important instrument in achieving this spatial co-ordination which aims at optimum distribution of employment opportunities and, therefore, leads to better human settlement patterns.
4. For example, the Government's high priority for rural development and investments in rural infrastructure involve decisions on where to concentrate these investments to obtain greater efficiencies in economic and social development. This requires studies on settlement patterns. As the settlement patterns can be developed according to guidelines of regional planning, and economic and social development links can be established within the hierarchy of human settlements, the importance of the subject matter becomes obvious. Regional planning can be a major step forward in the development of the country as a whole.



5. There is no provision for regional planning in the Country Programme. We hope that a project in this field will be possible in due course. In any case, we would like to assist in the programming of the use of the economic planners to be provided within the Country Programme to make sure that areas of expertise to be represented in the economic planning team will respond to the considerations that we have been mentioning above.

6. It is good to see that there is emphasis on education in the development efforts of the Government of Botswana. We hope that this emphasis will also provide support to the regional project for the establishment of a sub-professional training programme in the field of human settlements for Botswana, Swaziland and Lesotho. As you know, the lack of skilled manpower in the field of human settlements is very serious in the country and this professional discipline is almost totally in the hands of foreign experts. The lack of counterpart in the OPAS project that we have in the field of urban planning has been the major weakness of that project. We hope that the Resident Representative will argue for the establishment of the regional project, as well as the provision of manpower to be trained within the framework of the existing OPAS project.

7. It appears that self-supporting employment and small-scale enterprises are within the objectives of Governmental development efforts. This type of development is very closely linked to the self-improvement of the living environment. Self-help within the framework of sites-and-services schemes can be a very important component of such development programmes. Considering the interest of the international financing organization in supporting sites-and-services programmes, we think that the Government should be encouraged to look into this field to take advantage of international financing. The Country Programme indicates that in the low-income housing finance, technical advice will be sought from the United Nations Habitat and Human Settlements Foundation as well as from the United Nations Capital Development Fund. Particularly in connexion with the latter, we think that the expertise of the Centre in launching operational programmes can be very useful to the Government of Botswana and we would like to bring this to the attention of the Resident Representative.

8. The Country Programme is not explicit with reference to the construction sector; and concern on housing sector appears to be limited to the financing aspects. However, the promotion of local building materials and relating housing construction to the local building materials' development and self-help techniques through community organizations in sites-and-services schemes might be more meaningful for a large-scale operation in Botswana. The Centre has experience in this field and the Government of Botswana might wish to take advantage of this expertise in due course.



9. There is reference to expertise in the tourism field during the Country Programme period which can be very important to remedy the balance of payment problems of the country. Botswana, being one of the least explored countries for international tourism can be an attraction for a specialized type of tourism. Efforts in this field are related to the conservation of the "tourism environment" and establishment of facilities that will satisfy the tourists. Such development goes beyond the efforts within the tourism sector and it relies on the other sectors of the economy to a great extent. Regional planning that we have mentioned earlier in this note can be an excellent instrument to identify the tourism development potential of the various areas of the country, as well as to promote them without upsetting the environmental qualities. We hope we will have the opportunity of participating in the efforts of the Government and transmit some of the experiences that we have gained in other parts of the world in similar circumstances to Botswana.

10. We would be grateful if our views can be made known to the Resident Representative and to the Government, regardless of the possibilities of being involved in a specific project in Botswana in the programme period; because we think that the Centre's responsibility is more than providing an input to the technical co-operation projects, but also to assist the Government to be better informed in the areas of expertise of human settlements which unfortunately are not fully appreciated in many countries of the world.



ORIGINAL DIRECT

RECORDS CONTROL

DZ/eds

c.c. Mr. Howard

AUG 24 1976

Mr. Eugene Pikin, Officer-in-Charge  
Section for East and Southern Africa, OTC

19 August 1976

7  
Dudley Madawela, Officer-in-Charge  
Institutional Development and  
Popular Participation Section, SDD

78 311/1 BOTS

BOTSWANA COUNTRY PROGRAMME 1977-1981

The following are our comments on the above programme:

a) Rural Development Adviser (BOT/72/028)

Mr. James Leach has been in this post since September 1973; his present contract will terminate at the end of December 1976. As we have previously indicated to OTC, we consider Mr. Leach to be very effective in this important assignment and we have supported a further extension of the project and of the expert's appointment. We are therefore pleased to note that it has been included in the new Country Programme.

b) Community Development Training Programme (BOT/71/009)

Mr. Joseph Kawuki, the UN adviser in Community Development Training, is assisting in planning and conducting a two-year course for Community Development personnel at the Botswana Agricultural College as well as other in-service training programmes. Since the national staff members who will take over the direction of the programme are presently receiving additional training, the project should be continued, as requested, until their return in mid-1978. Mr. Kawuki is making good progress in this assignment and we hope he will remain for the duration of the project.



ORIGINAL DIRECT

18 August 1976

Mr. Eugene Pikin, Officer-in-Charge  
Section for East and Southern Africa, OTC

RECORDS CONTROL

Karl-Erik Hansson, Officer-in-Charge  
Centre for Natural Resources, Energy and Transport

AUG 20 1976

Botswana - Country Programme 1977-1981

TE 311/1 BOTS

We have studied the above noted country programme attached to your memorandum of 5 August 1976. We note the Government's legitimate desire for increasing its knowledge and competence for the exploitation and management of its major resources. We would, however, like to point out the paucity of trained nationals to act as counterparts in the various projects in natural resources. This of course is part of a general shortage of skilled manpower in the country. We therefore strongly support the proposed fellowships for careers in mining engineering. It should, however be understood that the personnel from these courses will take some years to train and to mature. Meanwhile as an interim measure we would strongly recommend that the Government be advised to consider the merits of allocating sufficient funds to permit about six man months for a technical-economic adviser who could offer advice to the Government on the various technical, legal and economic aspects of mineral development. The services of the adviser could be spaced over about 18 months.

We would also suggest that the Government consider the establishment of an industrial minerals testing laboratory as recommended in the terminal report of the Industrial Mineral Expert.

The envisaged mineral resources development would need to be co-ordinated with the development of its energy resources. Botswana has large coal reserves but further effort is required to increase the amount of known reserves and to harness the proven reserves to meet local and external demand which is expected to increase in the light of the current high price of crude oil. Here again, a major constraint in the development of energy resources, especially coal, has been the lack of qualified manpower. Botswana should therefore be encouraged to invest in skilled manpower training - over and above that envisaged in the draft programme. There is an urgent need for fellowships in coal exploration and mining, energy planning, electricity generation and distribution, etc.

We would suggest the strengthening of the existing Natural Resources Technical Committee so that efforts bearing on natural resources development could receive due emphasis during the overall national development planning stage.

We notice that the Rural Development Adviser (BOT/72/028) project started in 1973 for an initial period of 2 years. The Government is now requesting 24 man months of expert services at a total cost of \$97,900. Some of the important inputs of this project concern the construction of rural roads, schools, hospitals and other infrastructures. We therefore recommend that one of the experts be a Public Works expert to be assigned for a period of one year to assist in the development of these projects, the application of technology to local conditions, the use of local materials and on-the-job training. We shall be happy to provide substantive support for these projects.



ORIGINAL DIRECT

cc: TCU/DPAF

JAG/OR *AL*

Mr. Eugene Pikin, Officer-in-Charge  
Section for East and Southern Africa, OTC

12 August 1976

*TE 31/1 BOTS*

Tse-chun Chang, Director  
Division of Public Administration and Finance

BOTSWANA - Country Programme 1977-81

RECORDS CONTROL

AUG 19 1976

1. The only substantive area of involvement in the Country programme for this Division is the proposal on page 14 for a series of Public Service Fellowships commencing in April 1978.
2. We would appreciate an intimation being made to the Government of Divisional interest in assisting in the formulation of the fellowships in accountancy, auditing and financial management, as in these training fields we have considerable experience.



UNITED NATIONS

DEVELOPMENT



PROGRAMME

PRO 300 CP/1977 - 81

Reference.....

Botswana Office  
Post Office Box 54 - Gaborone  
Republic of Botswana

Cables: UNDEVPRO, Gaborone  
Telex: 412BD

TEL. Nos.: 2893/4/5  
2228 (WORLD FOOD PROGRAMME)



Dear Mr./~~Mrs.~~ Burns,

UNDP Country Programme for  
Botswana, 1977 - 81

TE 311/1 BOTS

.....  
Attached herewith please find for your information  
and any comments you may wish to make fifteen copies  
of the draft Country Programme for Botswana. It is the  
intention of the Government that the document be  
submitted to the January 1977 UNDP Governing Council  
meeting for approval.

Yours sincerely,

Olav Svennevik  
Resident Representative

BULK ENCLOSURE  
FILED SEPARATELY



ORIGINAL DIRECT

S. Zelleke/BC

cc: Miss Weidlund  
Mr. Al-Futaih

RECORDS CONTROL

26 AUG 1975

TE 311/1 BOTSWANA

13 August 1975

VIA POUCH

Dear Mr. Svennevik,

We have noted that the Second Country Programme for Botswana is tentatively scheduled for submission to the UNDP Governing Council in January 1977. As in the past, we wish to offer the full co-operation of the United Nations in your efforts to assist the Government in preparing the most effective programme of UNDP assistance, consistent with national social and economic development priorities and objectives, and we feel that short-term missions by United Nations interregional advisers, technical advisers or other staff from the Headquarters will be our best means to assist.

If you and the Government so request, we are in a position to offer such services for assistance in the preparation of the over-all country programme, including adjustment of priorities among project proposals. As you know, development planning is within United Nations' fields of competence and we have considerable experience in taking an integrated view of development programme requirements and programming assistance of this type has also been provided by us to many countries in the past.

Given the UNDP emphasis on in-depth sectoral studies and project proposals based upon them for the second programming cycle, the Government and your office may soon be giving attention to the selection of specific sectors requiring detailed analysis. Again, at your request, we can arrange short-term advisory missions to give sectoral advice and suggest project proposals within the United Nations fields of competence which are selected for special attention in the country which your office serves. In view of the wide range of substantive fields within our terms of reference, you may also determine that a multidisciplinary mission consisting of more than one adviser will be required.

/...

Mr. Olav Svennevik  
Resident Representative  
U.N. Development Programme  
P.O. Box 54  
Gaborone, Botswana



In some cases, there may be a United Nations expert assigned to a specific project in your country who, in your opinion and that of the Government, could carry out the necessary work on the sector for country programming purposes. In such an event, after discussion with the expert in question and your consultation with the Government, I would appreciate your informing us and requesting our concurrence for his utilization in this manner, since this may have implications for the Work Plan of his project.

It should also be recalled that regional advisers and other staff members of the United Nations Economic Commission for Africa may have special knowledge of the country served by your office and the specific sectors of concern or may be appropriate for an over-all country programming mission. If you know of such personnel, it would be appropriate to make a direct request to the Economic Commission for Africa for their services. We ourselves will be writing to the Executive Secretary of the Commission in order to co-ordinate our activities.

Besides project proposals which result from United Nations short-term advisory missions, you may expect to receive from UN/OTC some project proposals in United Nations fields of activity which are not the subject of sectoral advisory missions but which our substantive offices consider to be important for inclusion in the Second Country Programme.

In general, we expect United Nations advisory missions for country programming purposes will be financed from country IPFs.

We hope that the experience of the first programming cycle has brought you also to the view that the above propositions represent the most useful form of assistance which the United Nations can provide during the preparation of the Second Country Programme.

Yours sincerely,



Igor Radovic  
Acting Deputy Director  
Africa Branch, OTC