



**Botswana  
Institute for  
Development  
Policy  
Analysis**

**Annual  
Report**

**2000 / 2001**

## TO BECOME THE LEADING POLICY RESEARCH INSTITUTE IN SOUTHERN AFRICA

### Mission Statement

BIDPA's trust deed sets out the objectives to be pursued and the functions to be performed by the Institute. Our mission is as follows:

1. Promote and conduct research, analysis and publication on development policy issues which are of relevance to Botswana and the Southern African region.
2. Monitor the performance of the Botswana economy and the management of public policy implementation, especially with regard to the implications for economic and social development.
3. Offer advice and consultancy services to agencies of Government and other clients under suitable contractual and other arrangements.
4. Provide technical and financial assistance, directly or indirectly, to individuals and organisations in Botswana, as deemed desirable for purposes of facilitating policy analysis.
5. Assist professional training and public education of Botswana citizens in matters relating to policy analysis, and encourage collaboration between expatriates and local professionals in these matters in ways which build or augment national capacities for performance and understanding of policy analysis.
6. Employ staff members who will themselves, or jointly with other organisations or qualified people, carry out research, consultancy, training and education projects, including arrangement and management of contractual relationships designed to facilitate such activities by persons affiliated with the Institute.
7. Present or publish, as the case may be, the outcome of its policy analysis, orally or in writing, to individuals, organisations or the general public at large.
8. Mobilise and administer funds to be used for achievement of the objectives and performance of the functions of the Institute.

23009

**BIDPA**



Botswana Institute for Development Policy  
Botswana Institute for Development Policy  
Book  
Annual Report Box



GOTSWANA INSTITUTE FOR  
DEVELOPMENT POLICY ANALYSIS  
LIBRARY  
17 MAY 2002

**TABLE OF CONTENTS**

**EXECUTIVE DIRECTOR'S REPORT ..... 1**

**LIBRARY AND INFORMATION SERVICES ..... 2**

**POLICY RESEARCH, CONSULTANCY AND RELATED ACTIVITIES ..... 3-10**

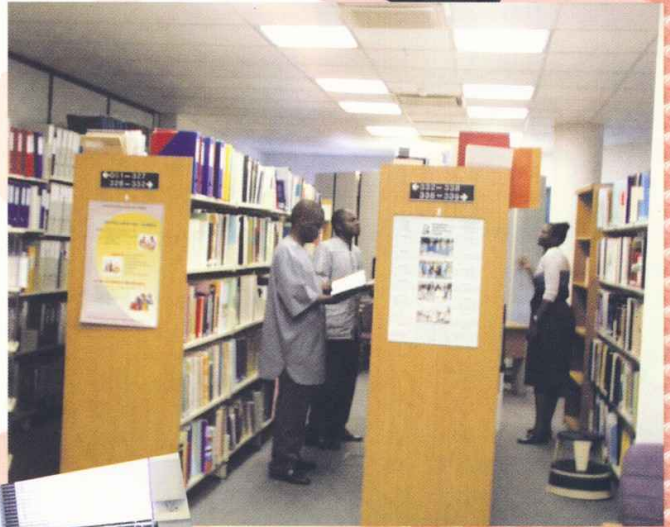
**PRESENTATIONS ..... 11**

**CONFERENCES AND SEMINARS ..... 12**

**PUBLICATIONS ..... 13**

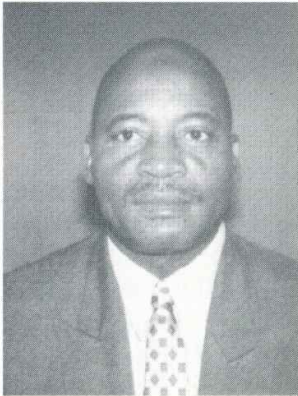
**BIDPA STAFF 2000/2001 ..... 14**

**FINANCIAL REPORT ..... 15-18**





## EXECUTIVE DIRECTORS REPORT



The period 2000-2001 was characterised by several events that reshaped the BIDPA's mandate and programmes in a profound way. First was the end of the African Capacity Building Phase I funding for BIDPA, which necessitated the Institute's inevitable self-appraisal. This was done with a view to identify problem areas that needed to be addressed in the Second Phase. The period 2000-2001, therefore, marked the beginning of a new phase that sought to reshape BIDPA's action agenda.

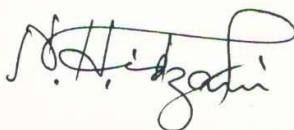
The second aspect that had an important influence on BIDPA's mandate was the Mid-Term Review of National Development Plan 8. A number of critical issues, such as the scourge of HIV/AIDS, unacceptably high unemployment (the unemployment rate was 19.6% in 1998) and widespread poverty (47% of Batswana were found to be living with incomes below the Poverty Datum Line), had direct effects on BIDPA's research plans and programme of activities. The Review's finding that while a significant level of diversification had taken place, the Government Sector had, however, increased its share of GDP from 12.3% to 16.2%, stimulated a number of BIDPA's research and policy analysis activities.

Furthermore, the Review's findings on the need for increased productivity, as well as improved government implementation capacity and more progress on privatisation, encouraged BIDPA thinking about Public Sector Reform related research. The finding that inadequate project supervision and exchange rate depreciation were leading to cost escalation, while Government revenues were flattening out, provided BIDPA with yet another area to consider and add to its research agenda. The recognition that for social justice (one of Botswana's major planning objectives) to be realised, Citizen Economic Empowerment needed to be taken on board, offered BIDPA yet another opportunity to be of service to the nation.

BIDPA responded to all these calls by participating in workshops, public debates and, more importantly, through research and policy analysis. BIDPA's role in the Rural Development Policy Review project epitomised the Institute's active involvement in poverty issues. The Institute is also very proud to have participated in processes that reviewed and proposed reform that ended in such major policy shifts as the substitution of the Citizen Entrepreneurial Development Agency for the Financial Assistance Policy.

Another noteworthy development that has affected BIDPA's mandate during this period was the increased recognition of the Institute by the Private Sector. Increased Private Sector patronisation of BIDPA services to carry out market surveys and performance reviews established another milestone for BIDPA's operations.

Sections that follow below summarise BIDPA activities for the period 2000-2001. While the list may appear to be less extensive than hitherto the case, this reflects the transitional characteristic of the period. The long gestation nature of some of the projects means that the final outcome will only be registered in the 2001-2002 period.





## LIBRARY AND INFORMATION SERVICES

BIDPA library has a three-fold objective; to support and facilitate research and consultancy work carried out at BIDPA, to provide supplementary information resources for researchers from partner institutions and to cater for the specialised research needs within the country in the subject areas that are of interest to BIDPA. The library's subject coverage includes the Social Processes (especially Policy Formulation), Population, Social Groups, Political Institutions, Communities, Statistics, Systems of Governments and States, International Relationships, Legislative Process, Economic Conditions, Economics of Labour, Finance and Energy, International Economics, Macroeconomics, Public Administration, Welfare, Poverty, Social Problems (such as AIDS, housing and food security), Trade, Transport and Communication.



The geographic scope of the library collection is mainly Botswana and the Southern African Development Community (SADC) region. However, the library also collects publications produced by sister institutions, works from similar research organisations and other publications with similar scope and interest.

After five years of its existence, BIDPA boasts of one of the most developed collection's of Botswana Government publications in the country and a collection of highly esteemed economic periodical titles. The library collects special government publications, such as Policy Documents, Chapters and Acts of Laws of Botswana, comprehensively.

There is a wealth of information in the area of the economic impact of HIV/AIDS. A new dimension was added to the collection during the past year. A small collection of audio and visual materials, especially videos covering management and social problems regarding AIDS, was developed. The main reason for developing the collection was to provide information not only to the BIDPA staff, but also to other library users on the HIV/AIDS scourge in a more relaxing format. Members of the public are welcome to view these video tapes within the library.

The library continues to serve as a reference site for the general public. Staff members of the Bank of Botswana, the Ministry of Finance and Development Planning, the Central Statistics Office, the Department of Economics of the University of Botswana and graduate students from the same department can be registered as borrowers after satisfying all verification and guarantee procedures. Visiting researchers and students on vacation from universities abroad, though without borrower rights, are also considered to be part of the Library's prime clientele.

Not only does the library collect, organise and disseminate information from other sources, it also disseminates information from BIDPA. The two main modes for transmitting BIDPA information are the web site <http://www.bidpa.bw> and the newsletter, also published in full text on the web site. Through the web site, the library has been able to provide service to people outside the country. The majority of such people being Batswana studying abroad. Through the guest book and the webmaster's address the library has reached a wide audience.

BIDPA library is open during weekdays from eight o'clock in the morning until five o'clock in the afternoon, with a one-hour break between one and two o'clock in the afternoon.

## **POLICY RESEARCH, CONSULTANCY AND RELATED ACTIVITIES**

### **1. Incomes, Welfare and Poverty**

#### **i. Economic Impact of AIDS**

BIDPA concluded two of the five studies on HIV/AIDS commissioned by the Ministry of Finance and Development Planning. The first study was the evaluation of available HIV/AIDS data and data collection methods. The other study aimed at assessing the socio-economic impact of HIV/AIDS. The study dealt with a wide range of issues, including household, poverty, overall expenditure, savings behaviour, implications for foreign investment, impact on the economic growth, Government budgeting and the development planning process.

Two reports, Review and Evaluation of HIV/AIDS Related Data for an Expanded National Response to the HIV/AIDS Epidemic in Botswana and The Macroeconomic Impacts of HIV/AIDS in Botswana, were submitted to the ministry.

A Senior Research Fellow, Dr Greener, in collaboration with the Bank of Botswana Deputy Governor, Dr. Jefferis, conducted a seminar on the economic impact of AIDS for the Bank of Botswana.

#### **ii. Botswana Human Development Report**

The second Botswana Human Development report was finalised in mid year 2000. The first draft report was submitted to the client, United Nations Development Programme (UNDP) and a follow-up reference group meeting was held in April, 2001.

#### **iii. Rural Development Policy Review 2001**

BIDPA reviewed the 1973 Rural Development Policy of Botswana. In December 2000, an inception report was presented to the Reference Group and accepted. During January/February 2001, consultations with Central and District level Government officials, Members of Parliament, Government Ministers and Councillors were held. In addition, a quantitative survey was carried out and completed in the first quarter of the year. An interim report was submitted and accepted by the Reference Group at the end of March 2001.

### **2. Macroeconomic Forecasting and Planning**

#### **iv. MEMBOT**

An interim report was submitted to the client, the Ministry of Finance and Development Planning.

#### **v. Economic Mapping Project**

The objective of this study, commissioned by UNCTAD, was to map out the economic structure of Botswana in order to identify the key constraints on competition in all sectors of the economy in order to understand the potential impact of competition policy on trade and intellectual property rights. The outcome was a detailed profile of the Botswana market in relation to parameters that may affect competition. The report is expected to assist the Ministry of Commerce and Industry (now the Ministry of Trade, Industry, Wildlife and Tourism) in preparing the drafting of appropriate competition legislation for Botswana.



**vi. Manpower Planning for Botswana**

A proposal was submitted to the Ministry of Finance and Development Planning for a project on manpower projections. The Ministry of Finance and Development Planning then commissioned BIDPA to undertake a short-term consultancy to produce a medium term manpower plan for Botswana. The assignment included preparing forecasts that take into account the expected future economic structure of Botswana, including the vision 2016 scenario. Relevant officials were interviewed.

### **3. Structural Change**

**vii. Economic Diversification in Selebi-Phikwe**

The Re-employment Account (Sysmin) is a grant facility provided by the European Union to Government to finance Selebi-Phikwe diversification projects after the town had been affected by unfavourable prices of copper and nickel. BIDPA drew up selection criteria for projects that could benefit from the fund.

**viii. Industrialisation Committee**

A BIDPA staff member, Mr. Phirinyane, served in the Land and Infrastructure Working Group for the implementation of the Industrial Development Policy. The aim of the working group was to identify projects from the Industrial Development Policy, and apply project management techniques to the projects to identify their inputs, outputs and ownership. A meeting for the various groups was then held to consolidate findings.

### **4. Trade**

**ix. IMPACT Project**

The United States Agency for International Development (USAID) commissioned BIDPA to collect and analyse data on Trade, Prices and Investment in SADC. The exercise formed part of the USAID Impact Project, through which USAID's Regional Center for Southern Africa compiles data and information on economic trends in the region each year.

BIDPA was asked to prepare a report analysing (1) the increase in SADC intra-regional trade in real terms, (2) prices of goods in the region, including wholesale price data for a four-item basket identified, and (3) investment trends in SADC countries, including intra-SADC investment flows for 1998, 1999 and 2000.

**x. Common Currency Area for COMESA**

BIDPA was commissioned, together with institutes in Oxford and the London School of Economics, to prepare a report on how COMESA could proceed towards its target of creating a common currency area by 2021. A draft report was presented at the end of February. The main conclusion of the draft report was that COMESA's best prospect of creating a common currency is by "locking in". There was considerable progress already made in reducing rates of inflation and budget deficits in COMESA member countries.



**xi. Botswana Industry Reviews for Target Marketing**

Stanbic Bank Botswana commissioned BIDPA to investigate opportunities for enhancing the bank's marketing of its financial products and services in Botswana to target client groups, as part of its strategies to expand its asset base. The reviews were completed by the end of 2000.

**xii. Trade in Services Study**

The study commissioned by the United Nations Conference on Trade and Development (UNCTAD) came about as a result of the action plan adopted at the first SADC-Trade Negotiation Forum conference on Trade in Services held in Geneva on the 30th November 2000. In accordance with the plan of action, an inventory of laws and regulations relating to the following services sectors were collected: tourism, transport, communication, financial services, construction and services provided by the energy sector. The report was submitted on March 30<sup>th</sup> 2001.

**xiii. Southern Africa Trade Research Network**

BIDPA was contracted by IDRC (Canada) to prepare a proposal to fund the setting up of a Southern Africa Trade Research Network (SATRN). IDRC approved the proposal and BIDPA is the coordinating institution. The general objective of SATRN is to assist Southern African countries by providing necessary analytical and technical inputs to their negotiating objectives, supporting their capacity building processes, and providing a forum for exchange of views and information. The ultimate goal is to enable the Southern African countries to participate more effectively in the global trading system and, in particular, the operation of the World Trade Organization.

**xiv. SO-Level and IRI Indicators Project**

BIDPA was contracted by Aurora Associates to compile and analyse data and information on economic trends in the Southern African region for USAID. Some of the findings are:

- Most SADC countries have liberalized their trade regimes in recent years.
- Within SACU, the near future will have a dampening effect on the BLNS's easy access to the South Africa market.
- Within SADC, South Africa is the only country investing in the region.

**5. Public/Private Sector**

**xv. National Business Conference**

BIDPA prepared and organized the BOCCIM Public/Private Partnership conference that was held in August 2000 in Francistown. The conference proceedings were compiled by BIDPA and published by BOCCIM in January 2001.

**xvi. PG Timbers Project on Market Research**

Phase I, a brief review of the market for building materials was completed and the report submitted in May 2000.

**xvii. Enhancing PG Timbers' Competitive Market Position for Building Materials**

BIDPA was commissioned by PG Timbers to review the company's current market operations for building materials, with a view to identify short-term measures that could be introduced to

enable the company to better serve the growing construction industry. The review was intended to identify initiatives PG Timbers could take to strengthen its competitiveness and profitability. The review also provided advice to PG Timbers on human resources development and staff training measures, estimated the overall size of the market for products of PG Timbers, analysed the demand patterns of PG Timbers' main customers, and undertook a SWOT analysis.

## **6. Economic Advice and Monitoring**

### **xviii. Trade Statistics for SADC**

BIDPA helped the Ministry of Commerce and Industry in collecting and reviewing data for the SADC Free Trade Area negotiations. BIDPA gathered and reviewed import and export statistics for Botswana, and analysed the likely impact of a SADC Free Trade Area on Botswana.

### **xix. The Effect of Higher Oil Prices on the Development of Mozambique, Zambia and Botswana**

A report, which investigated the impacts that increases in oil prices would have on the development prospects of three developing countries, Botswana, Mozambique and Zambia, was prepared for Norwegian Church Aid. In addition to analysing the developmental impacts of the oil price increases, especially on the poor and those more remote rural populations who are most vulnerable and disadvantaged, the report considered additional initiatives that might be pursued by international aid agencies to offset the adverse effects of the rises in oil prices and compensate those countries in ways that are focused on poverty reduction strategies, and that foster sustainable development, economic efficiency and social justice. In focusing on poverty reduction strategies, the report gave special attention to the needs of children, AIDS orphans, women in poverty and rural dwellers.

### **xx. Socio-Economic and Environmental Impact Assessment of Motshegaletau Photovoltaic Station**

BIDPA was commissioned by the Botswana Technology Centre (BOTEC) to conduct an impact assessment study of the Photovoltaic Power Station in Motshegaletau. The power station was a pilot project to provide electric power to the community and the village institutions, such as the school and the clinic. The project aimed to encourage natural resource conservation through provision of alternative energy sources to the use of wood. After demonstrating to both Government and the public that the photovoltaic system is a viable alternative energy source with socio-economic benefits, the project would be replicated in other villages that did not have access to the Botswana Power Corporation electricity grid.

BIDPA assessed the project in relation to impact at the household level, the community level, as well as with regard to its educational, health and environmental benefits and costs.

## **7. Macroeconomic and Financial Management Institute Projects**

### **xxi. Capacity Building Advisory Mission to the Ministry of Development Planning, Lesotho**

BIDPA's Executive Director, Mr. Jan Isaksen, was appointed by the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) to be the lead consultant in a MEFMI Capacity Building Advisory Mission Team to the Lesotho Ministry of Development Planning. The team visited Maseru from July 6 to 12, 2000.



The objectives of the mission were to articulate and prioritise capacity building needs, firm up feasible assistance from MEFMI and other organisations, provide possible short term technical advice and agree on follow up actions.

## **8. Public Administration**

### **xxii. Analysis of Performance Management in the Local Authorities**

BIDPA undertook a study on the Analysis of Performance Management in the Local Authorities of Botswana. The study was funded by the Australian Agency for International Development (AusAID). As part of the project, a sensitization workshop was held for local authorities' personnel from 6 - 8 June 2000, at the Oasis Motel in Tlokweng. The study was completed and a stakeholders' workshop held late March, after which a report was submitted to the Department of Local Government Service Management (LGSM) in April 2001. As part of a cost sharing agreement reached between BIDPA, LGSM and AusAID, the Government of Botswana financed all the workshops, including costs associated with workshop activities.

### **xxiii. Budget Administration in Botswana**

BIDPA did a small scale desk study for IDASA on budget administration in Botswana. The study was financed by IDASA in South Africa, and constituted a country report for the IDASA study.

### **xxiv. Public Management System (PMS)**

A BIDPA research staff member was appointed to serve in a reference group to monitor the progress of PMS at the national level.

## **9. Other Activities**

### **xxv. Botswana National Vision 2016**

BIDPA continues to play the role of secretariat for the Vision Council. The final report from the interim council was completed and submitted to His Excellency the President in April 2000. A new council of 25 members was appointed in June 2000. At their first meeting, the Council nominated a chairperson, Mr. Thuli Johnson, who has since been confirmed by the Office of the President.

### **xxvi. Visit from the Gambia**

The principal economist of the Policy Analysis Unit of the Office of the President of The Gambia, Mrs. Isatu Cham, visited BIDPA from 2<sup>nd</sup> to 23<sup>rd</sup> August 2000.

BIDPA was identified by the Policy Analysis Unit of the Office of the President, The Gambia as an African institute that had policy analysis and related research as core business, where the principal economist could learn some lessons in a bid to strengthen the unit's capacity to undertake policy research and analysis.

In her report, Mrs. Cham attributed BIDPA's success to the following:

- A high degree of autonomy
- Highly experienced researchers
- A good working relationship with key institutions responsible for policy formulation

- Good sources of data
- Highly developed information services, including the library and IT
- Good staff interaction/working environment, including weekly information dissemination staff meetings and stimulation of junior staff through their preparation of individual research proposals
- Cooperation and networking with other institutions

#### **xxvii. DFID delegation visit**

A six-person delegation from UK Department for International Development (DFID), led by the head of the DFID regional office in Pretoria, South Africa, visited BIDPA. They discussed, with BIDPA's Executive Director and staff, the Institute's activities on regional issues. DFID was considering a stronger regional profile to their work in Southern Africa. Various possible areas for co-operation were mentioned.

#### **xxviii. Minister of Commerce and Industry visit**

In February 2001, the Minister of Commerce and Industry (MCI), Hon. Tebelelo Seretse, visited BIDPA. The minister gave a short introduction to MCI's work to all staff. Later, she discussed potential projects and forms of co-operation with the Executive Director and specialist staff. BIDPA was honoured by the interest shown to the Institute by a key policy maker.

#### **xxix. Supplementary Course in Economics**

Both the Government of Botswana and the Botswana Institute for Development Policy Analysis have felt the need to prepare students enrolling for graduate courses in the field of economics abroad. BIDPA, in collaboration with the Department of Economics of the University of Botswana, planned and designed an annual course to provide students with basic economic analysis to enable them to perform well at graduate level. The following key areas are covered in the course: Microeconomics, Macroeconomics, Economic Statistics and Mathematical Economics.

#### **xxx. BIDPA Office Accommodation Project (up to March 2001)**

BIDPA's key missions to promote and conduct research on development policy issues that are of vital interest to Botswana and the Southern African region, foster training and capacity building in general and make significant contributions in the provision of information and library services to the public have been pursued within the accommodation constraints experienced at Tshomarelo House. Its current establishment of twenty-eight staff (seventeen research staff and eleven administrative and support staff) has outgrown that accommodation.

The BIDPA Office Accommodation Project is intended to provide a conducive environment for research: it will have more office space, more library space, greater space for seminars, workshops and conferences and a more collegial setting for staff to carry out policy research and analysis. The location of the BIDPA Office Accommodation Project at the Millennium Park, Gaborone, just below the base of Kgale Hill, with a natural surrounding and a nice view of Gaborone Dam, should inspire the staff of the Institute to work harder and contribute to economic research and policy analysis needed to address vital development issues facing the country and the region.



The new BIDPA headquarters building will provide opportunities for the Institute to save on cost of accommodation, and also recover part of the costs of the building through organising and hosting workshops and conferences. It is also intended that the Institute will sub-let any extra space to researchers and visiting consultants as another measure to enhance its revenues and cover its costs.

Working with a Steering Committee representing the staff at BIDPA, B&M Architects prepared detailed designs of the project, which were agreed. The plans for the 3 storey building provide for approximately 1500 square metres of office accommodation, library space and conference facilities, as well as other staff amenities.

There were some complications in finalising the contract, since the sub-division of the land, for the corner which will be BIDPA's plot, had to be approved by the Department of Town and Regional Planning. Once approved, the BIDPA Office Accommodation Project is expected to be completed and ready for occupancy within 52 weeks.

#### **xxxi. The BIDPA Book Project (The Botswana Economy: Charting the Future)**

Taking a look at where the economy of Botswana has come from, what policies and programmes have been pursued, what changes have occurred and where the nation wants to go will be useful in charting the paths and strategies to be followed in the future to achieve national development goals and objectives, including Vision 2016. A variety of development policy issues lend themselves to the kinds of policy analysis work that BIDPA is mandated and qualified to undertake. Addressing these, and other related issues will be key to Botswana's future success as a developing economy.

The BIDPA book aims to present a collection of papers by BIDPA staff on the future of the Botswana economy. There is a need for such a book in Botswana. The Vision Council and its Forums, many civil servants and politicians, along with many civil society leaders, are genuinely looking for new approaches to solve old problems. BIDPA, as the nation's think tank, would be the appropriate institution to produce such policy advice and guidance, which could involve bold and dramatic ideas, as well as good common sense.

The book project would have a number of salutary benefits, to BIDPA and to the wider community it seeks to serve. Included amongst these are:

- Providing an opportunity for BIDPA staff to reflect upon current and prospective policy issues, and play an advocacy role in pushing forward the country's development agenda.
- Developing BIDPA's capabilities to initiate and disseminate relevant and timeous independent policy research.
- Providing government and civil society with high quality policy analysis to help inform ongoing policy debates.
- Complementing the work of the Vision Council with more up-to-date policy analysis regarding the goals and objectives which the Vision seeks to achieve.
- Promoting BIDPA's profile in the development community, and thus enhancing the Institute's ability to attract additional clients and become more self-reliant.

BIDPA Staff have been requested to identify topics they might wish to research for inclusion in the book. Their topics should be relevant for the over-arching objective and theme of the book – critical policy issues for the future of the Botswana economy. As with other BIDPA research projects, staff have been required to submit research proposals setting out the topic for the paper and the research method to be employed, as well as the critical policy issues that the paper will seek to address and resolve. These proposals have been presented at In-House Seminars, and subsequently revised as the basis for the research papers they are preparing. The papers are expected to be 10-15 pages (in standard font size for such papers and books), using standard drafting guidelines for journals and other published research.

A number of tentative topics and issues have been identified for papers that staff would like to write. These include, *inter alia*: The Problem of Unemployment in Botswana; The Future of Privatisation in Botswana; Policy Issues for Citizen Economic Empowerment; Economic Impact of HIV/AIDS; Finance of SMMEs; The Planning/Budgeting System in Botswana; The Incidence of Educational Spending in Botswana; The Determinants of Inflation in Botswana; Evolution of Trade and Trade Policy in Botswana; Discourses for Vision 2016; Tourism and E-Commerce, Challenges and Opportunities for Botswana; Drought and its Management in Botswana, 1990–2000; Choice of Currency Basket Weights and Its Implications on the Trade Balance; Public Sector Reform in Botswana; The Role of Library and Information Services in the Future Development of Botswana; Critical Policy Issues in Human Resources Development; Employment Creation and Poverty Reduction; Macroeconomic Policy Framework for Vision 2016; Test for Market Efficiency in the Botswana Stock Market; Changes in Exchange Rate Policy; Rural Development Policy Review, Livelihoods Systems and Poverty Alleviation; In-country Governance Assessment using ECA Designed Research Instruments; Monetary Policy after Financial Liberalisation, A Central Bank Reaction Function for Botswana; Situation Analysis of Women and Children; Key Issues in Manpower Planning; Community Participation and Poverty Reduction in Rural Development of Botswana; Introduction of an HIV Vaccine; Botswana's Revealed Comparative Advantage in the Textile Industry; The 4th WTO Ministerial Meeting, Implications for Botswana; Migration and the Problem of Unemployment in Botswana: Some Evidence from the 1995/96 Labour Force Survey; Trade in Services; Exchange Rate Volatility and the Effects of Shifts in Monetary Policy, An ARCH Application; Economic Mapping for Botswana's Competition Policy. Other topics may also be added by staff returning from studies and new staff.



## PRESENTATIONS

“Botswana Libraries and Information Services and the National Vision 2016”, Shadrack Rathapo, Assistant Librarian.

“Measuring Human Development in Botswana”, J.T. Maitetso, Assistant Research Fellow.

“Key Issues in Manpower Planning in Botswana”, J. S. Salkin, Senior Research Fellow.

“Botswana’s Credit Rating by Moody’s Investor and What it means to the Country”, Lisenda Lisenda, Assistant Research Fellow.



## CONFERENCES AND SEMINARS ATTENDED BY BIDPA STAFF

- 12 July 2000  
Launch of the 2000 Progress of Nations Report, organised by UNICEF, Gaborone.
- August 2000  
National Business Conference, organised by BOCCIM and BIDPA, Francistown.
- 16-17 November 2000  
Mining, Minerals and Sustainable Development Multi-Stakeholder Meeting, in Johannesburg, sponsored by University of Witwatersrand, Minerals and Energy Policy Centre.
- 4-8 December 2000  
National District Development Conference, in Gaborone, organised by Ministry of Local Government
- 28 February 2001  
Industrial Strategy and the SMME Sector, in Braamfontein, South Africa organised by TIPS and BIDPA.
- 5-6 July 2001  
Southern African Trade Research Network (SATRN), in Gaborone, organised by BIDPA.
- 6 March 2001  
Directorate of Public Service Management Stakeholders Awareness Workshop, in Gaborone, organised by DPSM.
- 20-21 March 2001  
Fraud in the Workplace, in Gaborone, organised by Marcus Evans Professional Training.
- 31 March 2001  
Retreat of the Vision 2016 Forum on Building an Educated and Informed Nation, in Gaborone, organised by Vision 2016 Secretariat.





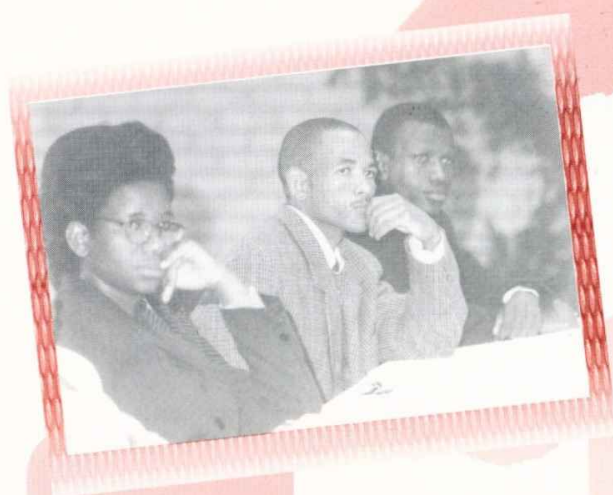
## PUBLICATIONS

Shadrack B. Rathapo, Assistant Librarian

### **The State of Gender Information in Botswana – December 2000**

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This paper addresses the status of gender information in Botswana to reveal gaps and identify how these can be addressed. It gives background information on Botswana, assesses the status of women in Botswana and reveals that a lot still has to be done in improving the lives of women. It discusses mechanisms- both Governmental and non-Governmental, put in place to fight for the cause of women.



**EXECUTIVE DIRECTOR**

Jan Isaksen (contract ended 30/07/2001)

**SENIOR RESEARCH FELLOWS**

Abdalla Gergis  
Charles Harvey  
Jay Salkin  
Kennedy Mbekeani  
Robert Greener

**RESEARCH FELLOWS**

Charity Kerapeletswe  
Ketlogetswe Masetlhe  
Molefe Phirinyane

**ASSISTANT RESEARCH FELLOWS**

Gape Kaboyakgosi  
Grace Kgakge  
Johnson Maitetso  
Keamogetse Molebatsi  
Lisenda Lisenda  
Maggie Sesinyi  
Molapisi Ditlhong  
Monnane Monnane  
Montle Phuthego  
Pelotshweu Moepeng

**FINANCE AND ADMINISTRATION**

Colleen Blumton – *Programme Co-ordinator*  
Eva Moeng – *Programme Assistant*  
Francinah Tjitjindua – *Financial Administrator*  
Sandy Kole – *Finance Assistant*  
Rita Sanoto – *Executive Secretary*  
Motsumi Tladi – *Office Support*  
Brian Moyo – *Office Support*  
Tsabatho Kongela – *Receptionist*

**LIBRARY AND INFORMATION SERVICES**

Chedza Molefe – *Chief Librarian*  
Shadrack Rathapo – *Assistant Librarian*

**INFORMATION TECHNOLOGY**

Leo Isaacs – *Information Systems Manager*





Abridged Financial Report

Assurance and Advisory Services  
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**Deloitte  
& Touche**

## REPORT OF THE INDEPENDENT AUDITORS

### TO THE SPONSORS OF THE BOTSWANA INSTITUTE FOR DEVELOPMENT POLICY ANALYSIS

We have audited the accompanying financial statements of The Botswana Institute for Development Policy Analysis set out on pages 4 to 11 for the year ended 31 March 2001. These financial statements are the responsibility of the trustees. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with the Trust Deed and International Standards on Auditing. These standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We have examined the books, accounts and vouchers of the trust to the extent we considered necessary and have obtained all the information and explanations which we required. We have satisfied ourselves as to the existence of the securities. We believe that our audit provides a reasonable basis for our opinion.

the trust has kept proper books of account with which the financial statements are in agreement; and

the financial statements give a true and fair view of the state of the trust's affairs as of 31 March 2001 and of the results of its operations and its cash flows for the year then ended in accordance with International Accounting Standards and in the manner required by the Trust Deed.

Date: 13 SEP 2001

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## INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 March 2001

	Notes	2001 P	2000 P
<b>INCOME</b>			
Grant Revenue	1	7,418,327	8,129,147
Project Revenue		3,011,463	2,750,985
Other Operating Revenues		129,283	65,260
Interest Received		742,213	436,112
		<u>11,301,286</u>	<u>11,381,504</u>
<b>EXPENDITURE</b>			
Staff Costs		6,305,773	5,090,187
Office Operating Costs		2,949,988	2,687,043
Library & Information Services		218,083	157,844
Publications		53,799	55,931
Conferences & Seminars		68,396	-
Depreciation		243,149	256,884
		<u>9,839,188</u>	<u>8,247,889</u>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>			
		1,462,098	3,133,615
<b>ACCUMULATED FUND</b> at the beginning of the year		5,938,520	2,804,905
<b>ACCUMULATED FUND</b> at the end of the year		<u>7,400,618</u>	<u>5,938,520</u>

### BALANCE SHEET

31 March 2001

	Notes	2,001 P	2,000 P
<b>FUND EMPLOYED</b>			
<b>ACCUMULATED FUND</b>		<u>7,400,618</u>	<u>5,938,520</u>
<b>EMPLOYMENT OF FUNDS</b>			
<b>FIXED ASSETS</b>	2	541,814	547,263
<b>CURRENT ASSETS</b>			
Work in Progress		863,117	1,054,549
Accounts Receivable	3	1,898,230	939,247
Short Term Investments		2,039,112	1,792,506
Bank and Cash Balances		3,178,437	3,038,865
		<u>7,978,896</u>	<u>6,825,167</u>
<b>CURRENT LIABILITIES</b>			
Accounts Payable	4	1,120,092	1,433,910
<b>NET CURRENT ASSETS</b>			
		6,858,804	5,391,257
		<u>7,400,618</u>	<u>5,938,520</u>

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2001

	2001 P	2000 P
<b>1 GRANT REVENUE</b>		
Botswana Government	4,000,000	6,000,000
African Capacity Building Foundation (ACBF)	3,418,327	2,129,147
	<u>7,418,327</u>	<u>8,129,147</u>

ACBF have agreed to disburse US\$3,000,000 over a period of 5 years according to the provisions of the agreement with the Botswana Government.

The Botswana Government has pledged financial support to match the ACBF contribution.

### 2. FIXED ASSETS

	Cost	Accum Depn	NBV	NBV
Motor Vehicles	139,533	103,168	36,365	54,547
Office Machines	271,454	183,297	88,157	49,405
Computers	703,296	562,495	140,801	117,504
Furniture & Fittings	524,893	272,465	252,428	300,516
Household Furniture	17,314	17,314	-	590
Library Books	409,113	385,050	24,063	24,701
	<u>2,065,603</u>	<u>1,523,789</u>	<u>541,814</u>	<u>547,263</u>

The sponsors have agreed to finance these assets as follows :

NORAD	630,783
ACBF	708,392
Botswana Government	652,350
BIDPA	74,078
	<u>2,065,603</u>

### 3. ACCOUNTS RECEIVABLE

Professional Fees and Disbursements	1,593,935	580,620
Deposits	62,400	56,100
Staff	67,737	71,969
Sundry	3,202	-
Interest Receivable	27,672	95,325
Prepayments	143,284	135,233
	<u>1,898,230</u>	<u>939,247</u>

### 4 . ACCOUNTS PAYABLE

Trade Creditors and accruals	159,555	387,225
Gratuity Provision	960,537	1,046,685
	<u>1,120,092</u>	<u>1,433,910</u>



**BOTSWANA INSTITUTE FOR DEVELOPMENT POLICY**  
**ANALYSIS Registered in Botswana under trust deed number:**  
**MA 16/95 GENERAL INFORMATION**

**BOARD OF TRUSTEES**

Prof.T. Tlou	-	Chairman
L.K. Mohohlo	-	Member (Deputy Chairman)
M.D. Modise	-	Member
E.M. Dewah	-	Member
S.S.G. Tumelo	-	Member
A. Molokomme	-	Member
J. Isaksen	-	Executive Director

**EXECUTIVE DIRECTOR**

J. Isaksen	-	End of Contract, July 2001
Dr.N.H. Fidzani	-	Appointed July 2001

**PLACE OF BUSINESS**

4th Floor Tshomarelo House, Broadhurst Mall,  
Private Bag BR29, Gaborone, Botswana  
Tel: (267) 371750  
Fax: (267) 371748

Email: [webmaster@bidpa.bw](mailto:webmaster@bidpa.bw)  
Website: <http://www.bidpa.bw>

**NATURE OF ACTIVITIES**

BIDPA is an autonomous, non-governmental research institute established by a deed of trust, involved in development policy analysis and capacity building in Botswana and Southern Africa.

**AUDITORS**

Deloitte & Touche

**BANKERS**

Barclays Bank of Botswana

